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2023-24 DEPARTMENTAL PLAN



Global Affairs Canada

2023–24

Departmental Plan

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From the Ministers



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Promotion, Small Business and Economic
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The Honourable
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In a time of complex and volatile geopolitics and shifting power, Canada must remain a leader in protecting peace and security and supporting multilateral institutions and the rules-based international system.

In the coming year, Global Affairs Canada (GAC) will continue to respond to global crises by bringing a strong voice to international forums and promoting democratic values, human rights, gender equality, the rule of law and climate action.

As we roll out the recommendations of the Future of Diplomacy: Transforming Global Affairs Canada initiative, GAC will focus on modernizing operations and strengthening Canada's diplomatic capacity and efforts in foreign affairs, trade and investment, development assistance and consular services on the global stage.

Our commitments for fiscal year 2023 to 2024 include engaging with key partners in all regions. We will work with our closest ally, the United States, on climate change, global health security, and defence and security initiatives, including in response to Russia's invasion of Ukraine. We will also implement Canada's new Indo-Pacific Strategy to deepen our engagement in the region with a focus on peace and security, economic growth and resilience, people-to-people ties and sustainable development.

We will continue to reflect Canada's positions on cybercrime and oceans and the environment, and advance Canada's interests in the Arctic. We will also continue to oppose the practice of arbitrary detention for diplomatic leverage.

We will support inclusive economic growth, trade diversification and attracting foreign investment so that Canadians and Canadian businesses can benefit from jobs at home and abroad.

We will also advance digital and green transitions through policies and programs that help Canadian businesses achieve a sustainable and inclusive economic recovery from the COVID-19 pandemic.

We will continue to strengthen existing trade relationships and free trade agreements while pursuing inclusive free trade with new partners. We will advance global rules-based multilateral trade and continue to play a leadership role in the Ottawa Group on World Trade Organization reform.

Canada's Feminist International Assistance will continue to guide our international development by placing gender equality at the core of our global efforts. We also remain committed to our agenda on women, peace and security, with an increased focus on intersectionality.

We will deliver international assistance to help combat climate change and address biodiversity loss around the world. We will continue to confront the crisis of education for refugees and forcibly displaced children and youths. Further, we will coordinate with humanitarian and development partners to help alleviate the food insecurity crisis due to the pandemic, climate change and Russia's war on Ukraine.

We will support sexual and reproductive health rights of women and girls, with an emphasis on nutrition and maternal, newborn and child health, to safeguard the global health and rights of women and girls.

We will also continue to deliver international assistance that strengthens health systems and provides access to COVID-19 vaccines as the pandemic threatens health and social systems and economic recovery in all corners of the world.

Consular services remain a critical resource for Canadians trying to navigate the complexity of travelling, living and working abroad. We will adapt processes and adopt digital solutions to meet the evolving needs of Canadians abroad and provide timely and accurate information across several online platforms.

GAC will also continue modernizing and greening its mission network abroad while implementing a digital strategy and improving digital security. Notably, GAC remains committed to prioritizing employee health, safety and well-being throughout the department, addressing systemic racism and advancing reconciliation with Indigenous Peoples.

As we experience much change in the world today, it is essential that our department remain flexible, efficient and well equipped to fulfill its mandate for the decades to come. GAC's dedicated employees can be counted on to take bold action to help build a more resilient future for Canadians.

Plans at a glance

In a rapidly changing and increasingly uncertain global landscape, Canada’s capacity to advance its priorities on the international stage is important for the security, prosperity and health of Canadians. Global Affairs Canada will respond to immediate needs of Canadians and—together with allies and partners from around the world—will intensify efforts to find solutions to shared challenges, including addressing the impacts of Russia’s illegal invasion of Ukraine, the global food and energy crises, the climate crisis, and the continued fight against the Covid-19 pandemic. The department will also foster an inclusive and sustainable path to economic recovery and growth, and contribute to efforts to build back better with partners around the world, including through Canada’s commitment to implement the 2030 Agenda for Sustainable Development and in support to the Prime Minister’s role as co-chair of the UN Sustainable Development Goals Advocates group.

Through increased engagement with partners around the world, Global Affairs Canada will seek to strengthen Canada’s international influence and advance Canadian interests. In particular, the department will pursue the implementation of Canada’s Indo-Pacific Strategy, which represents a generational shift in this region of critical importance. In addition, the department will: work to protect and advance democracy globally; fight global poverty and inequality; advance dedicated action on climate change and the environment; shape the evolution of the rules-based international order and advance the rule of law globally; reinforce the rules-based international trading system; strengthen and secure critical supply chains; advance Canada’s interests in the Arctic; combat protectionism, economic coercion and other unfair trading practices; contribute to strengthened global food and energy security; and advance Canada’s export diversification strategy and inclusive trade agenda.

Underpinning all the department’s work is Canada’s Feminist Foreign Policy, an approach to international engagement that is being pursued across all sectors and processes, from trade to diplomacy, international assistance, and peace and security. Global Affairs Canada will continue to develop and implement the Feminist Foreign Policy to ensure that it is a catalyst for sustained and systemic change and contributes to: advancing human rights; gender equality; diversity, equity and inclusion; the rule of law; as well as to helping to dismantle persistent discriminatory practices and structural barriers that result in inequality. The implementation of Canada’s third National Action Plan on Women, Peace and Security presents a key opportunity to advance the Feminist Foreign Policy and achieve systemic change.

Internally, Global Affairs Canada will increase efforts to implement both the Anti-Racism Strategy (2021–26), to enable a culture change for a more equitable, inclusive and representative department; and the Action Plan on Reconciliation with Indigenous Peoples (2021–25), to advance the rights, perspectives and prosperity of Indigenous Peoples in Canada and around the world. Global Affairs Canada will also continue to apply a sustainable development lens across all business lines through its Departmental Sustainable Goals (SDGs) Implementation Strategy,

in support of achieving the 2030 Agenda for Sustainable Development. Under the Future of Diplomacy initiative launched in May 2022, the department will continue to transform, modernize and strengthen its capacity to fulfil its mandate in a challenging international environment.

The department will serve Canadians, their communities and the public interest in an inclusive and transparent manner, including by providing appropriate consular services to Canadians around the world. The department will also coordinate closely with other federal departments and agencies, along with provinces, territories and Indigenous communities across Canada, and will continue to listen to and work with Canadians and with Canadian civil society, non-profit organizations, research centres and the private sector in the pursuit of Canada's interests.

In 2023-24, the department will focus on four key areas of commitment:

1. Shaping the rules-based international system and promoting democracy and human rights

Fostering a just, effective and accountable rules-based international system is in Canada's interest. In addition to facilitating peaceful, predictable and cooperative behaviour among states, it provides an important framework for the promotion of key Canadian priorities, such as democracy, rule of law and the defence of human rights. Global Affairs Canada will continue to stand firm in the defence of this system and its core principles, including sovereignty, independence and territorial integrity of states. To that end, the department will strengthen cooperation with Canada's closest allies and engage with a diversity of partners to ensure the resilience and efficacy of rules-based multilateral institutions and mechanisms and push back against those who wish to undermine or destroy them. The rules-based system has proved resilient through the pandemic and Russia's illegal invasion of Ukraine, but needs strengthening so it can facilitate cooperation on key global challenges, such as violent conflicts, climate change and cyber threats.

The department will work to strengthen Canada's engagement with—and presence at—the UN to advocate that the organization is more effective, efficient, relevant and accountable, and that it serves to advance economic development, democracy, human rights and the rule of law. The department will sustain Canada's substantive engagement within global institutions, including international financial institutions, the World Trade Organization (WTO), the Organisation for Economic Co-operation and Development (OECD), the International Organisation of La Francophonie, the Commonwealth, the Organization of American States (OAS), the Organization for Security and Co-operation in Europe (OSCE) and the Asia-Pacific Economic Cooperation (APEC), the Arctic Council, as well as with regional multilateral organizations where Canada is not a member, such as the Association of Southeast Asian Nations (ASEAN) and the African Union (AU).

A core priority for the department—and vital to Canada’s stability and prosperity—is promoting democracy and human rights. Global Affairs Canada is pursuing a modernized approach to advance democracy across its foreign policy and international assistance activities, including through expanding fast and flexible support for fragile and emerging democracies; investing in a broader array of partnerships in support of democracy; disrupting authoritarian influence; and supporting research, the development of democratic expertise and a strengthened civil society. The department will help establish a new, independent centre to expand the availability of Canadian expertise and assistance to those seeking to build peace; advance justice; promote human rights, inclusion and democracy; and deliver good governance. With respect to human rights, Global Affairs Canada will continue to advocate for improved protections and approaches that focus on no one being left behind. The department will defend the right of freedom of expression, including by building on the work of the Media Freedom Coalition and the Freedom Online Coalition, and support the work of feminists, 2SLGBTQI+ activists, disability activists and human rights defenders and protect those facing persecution. Canada will also chair the Community of Democracies in 2023. It will condemn and work to eradicate the practice of arbitrary detention in state-to-state relations, including by expanding the broad coalition of states supporting Canada’s arbitrary detention in state-to-state initiative and advancing the related action plan, and will continue to advocate for and support global access to the full range of sexual and reproductive health and rights.

The department will also strengthen Canada’s support for UN peace operations, conflict prevention and peacebuilding, including through further advancement of the UN’s Women, Peace and Security agenda. It will ensure Canada makes positive contributions to international peace and security, particularly through Canadian commitments to NATO. In efforts to strengthen Canada’s and western responses to Russia’s illegal invasion of Ukraine and find just solutions to other crises around the world, the department will expand its engagement with allies, partners and international organizations to promote peace and security. As part of conflict prevention and reduction efforts, the department will also support international emergency response, address humanitarian crises, as well as support countries at greater risk of natural disasters, including those induced by climate change. The department will work with like-minded partners to develop and expand collective responses to cyber threats, foreign interference in democratic processes and egregious violations of human rights, including through sanctions and other mechanisms. Global Affairs Canada will continue to advance Canada’s ongoing response to the tragic downing of flight PS752, including by leveraging international conventions and treaties to which Canada and Iran are both parties.

2. Advancing Canadian interests through deepened global engagement

The department is committed to strengthening Canada’s international influence in shaping the global agenda, including by building on Canada’s constructive engagement as a G7 and G20 nation, a top-ten provider of development assistance and donor to UN funds and programs, the top OECD bilateral donor for the share of international assistance supporting gender equality and

the empowerment of women and girls, and a significant member of NATO. Global Affairs Canada will advance a broad range of relationships with new and existing partners based on core Canadian interests, including sovereignty, national security, sustainable and inclusive economic prosperity, gender equality, and democracy and human rights. The department will work to enhance solidarity, coordination and alignment with Canada's closest and trusted partners, while protecting Canada's independent interests and positioning itself to deter and respond to any threat to sovereignty, stability and security.

Canada will further strengthen its partnership with its closest ally, the United States, enhancing cooperation to jointly address global issues, including specific crises and conflicts, security, defence, geopolitical competition, border management, trade, arctic cooperation, the pandemic, economic recovery, diversity and inclusion, and energy and climate change. Canada will also further strengthen its engagement with Mexico on shared priorities such as promoting Canada's Feminist Foreign Policy, trade and other issues affecting the continent.

In the Indo-Pacific region, Global Affairs Canada is making deliberate efforts to deepen Canada's partnerships with countries in the region and others who have or are developing regional frameworks. Canada's prosperity and security, and the well-being of Canadians, are increasingly determined by the evolving strategic environment in the Indo-Pacific. Working with partners across the federal government, Global Affairs Canada will implement Canada's Indo-Pacific Strategy, launched in November 2022. It will: promote peace, resilience, and security in the region; expand trade, investment, and supply chain resilience; invest in and connect people; build a sustainable and green future; and expand Canada's role as an active and engaged partner.

In Europe, the department will work closely with the European Union and its member states, the United Kingdom and other European partners to achieve common goals related to foreign affairs, international security, free and fair trade and sustainable development. It will also work to expand Canada's diplomatic footprint in Eastern Europe. The department will lead Canada's work to expand global support for efforts to hold Russia to account for its actions in Ukraine and to support Ukrainian efforts to restore its full sovereignty and territorial integrity, economic recovery and achieve a just peace.

In the Middle East and North Africa, Canada will continue to work with partners to set the conditions for sustainable peace, support inclusive governance efforts, grow bilateral trade, and advance human rights and gender equality. Canada will continue to engage in Latin America and the Caribbean, working regionally and with individual countries toward achieving the Sustainable Development Goals and fostering economic prosperity, and across the region to address common challenges related to climate change, democracy and irregular migration. In sub-Saharan Africa, the department will continue to strengthen economic and people-to-people ties, including by developing a strategy for economic cooperation across Africa, providing support for the African Continental Free Trade Area and for Canadian businesses to reach

African markets, and work on shared priorities such as advancing democracy and human rights, supporting poverty eradication and addressing climate and health crises.

In the Arctic, Canada will advance a purposeful approach informed by existing and evolving global trends, challenges and opportunities. Canada will deepen its partnerships, advance a rules-based approach, defend Canada's Arctic sovereignty and implement the Arctic and Northern Policy Framework in support of a future where Canada's Northern and Arctic residents, especially Indigenous Peoples, are thriving, strong and safe.

3. Supporting rules-based trade and Canadian exporters

Global Affairs Canada will continue working to safeguard, promote and strengthen the open and rules-based multilateral trading system; support Canadian businesses looking to enter global markets; advance an inclusive approach to trade; facilitate export diversification efforts; advance Canada's global leadership on critical minerals; and, engage in shaping norms, rules and standards for the global economy and trade of the future. These efforts will be reinforced in the Indo-Pacific through the department's coordination of new, whole-of-government trade, investment and supply chain resilience priorities under the Indo-Pacific Strategy. The department will continue to lead reform efforts at the WTO, including through its role as chair of the Ottawa Group on WTO reform.

The department will strengthen collaboration with other government departments and agencies, provinces and territories, bilateral and multilateral partners, and other relevant stakeholders to combat protectionism, unfair trade practices and economic coercion around the world, and to strengthen and secure critical supply chains, including through the Roadmap for a Renewed U.S.-Canada Partnership. The department will continue to advance Canada's export diversification strategy to reduce strategic vulnerabilities and potential disruptions by negotiating new free trade and investment promotion and protection agreements, overseeing the implementation of concluded agreements to ensure they benefit Canadian consumers and businesses, and bolstering foreign investment attraction measures.

Global Affairs Canada remains committed to advancing Canada's inclusive approach to trade. The department will promote the inclusion and diversity of Canadian exporters in international trade, including through supporting businesses owned by Indigenous Peoples, Black and racialized Canadians, newcomers, persons with disabilities, 2SLGBTQI+ Canadians, youth and women, as well as small and medium-sized enterprises. Through the Trade Commissioner Service (TCS), the department will offer enhanced support to high-potential, high-growth Canadian businesses through the Canadian Technology Accelerator initiative and the Global Mentor program, as well as by helping foster a simple and accessible ecosystem of federal services. This includes the launch of a new federal hub to help Canadian businesses and entrepreneurs take full advantage of the opportunities created by Canada's trade agreements. The

TCS will also support the attraction of foreign investment that supports growth and well-paying jobs in Canada.

Global Affairs Canada will continue to implement its enhanced and expanded Responsible Business Conduct five-year strategy (2022–2027) and support Canadian companies active abroad to adopt world leading responsible business practices, gain a competitive advantage, mitigate risks and contribute to a strong and inclusive economy. The department will support and advance the international science, technology and innovation partnerships that help Canadian innovators thrive. As well, Global Affairs Canada will continue to play a key role in attracting students from diverse countries to study at institutions across Canada.

4. Eradicating poverty

Global Affairs Canada will continue to implement the Feminist International Assistance Policy, which provides a strategic framework for Canada’s global response to complex international assistance challenges exacerbated by the ongoing effects of the COVID-19 pandemic and other infectious disease, and Russia’s illegal invasion of Ukraine, notably increased food insecurity. The department will continue to focus on addressing structural issues and systemic barriers that perpetuate poverty and inequality, ensuring that the lived experiences of the poorest and most marginalized inform its work in meaningful ways. Through the feminist policy, the department will seek to ensure that gender equality and human rights-based analyses, activities and expected results are integrated into the design of nearly all international assistance projects and programs with a view to maximizing impact and sustainability. To implement this feminist approach, the department will prioritize investments, partnership and advocacy efforts that have the greatest potential to close gender gaps and eliminate barriers to gender equality and the enjoyment of human rights. Global Affairs Canada will also continue to focus on improving how Canada delivers international assistance by making it more effective and locally led.

Global Affairs Canada will continue to advance Canada’s commitments to the 2030 Agenda for Sustainable Development by investing in health, education, food systems and climate action. The department will advocate for inclusive, equitable and quality education for the most marginalized children, including refugee and displaced children and youth, and host communities. The department will continue to advance gender equality and the empowerment of all women and girls, including by continuing to fund women’s rights organizations and supporting 2SLGBTQI+ communities abroad, and by working with people with disabilities to ensure inclusive and accessible programs and partnerships. It will also continue to support the sexual and reproductive health and rights of women and girls, including the prevention of sexual and gender-based violence, and reduce and address inequalities generated by the unequal distribution of paid and unpaid care work. In conflict-affected areas, Global Affairs Canada will take an integrated approach to delivering humanitarian, development, peace, and security programming for the poorest and those in the most vulnerable situations.

In this context, Global Affairs Canada will deliver Canada’s international assistance in ways that support innovation and improve coherence, effectiveness, transparency and accountability, and that reinforce Canada’s commitment to realizing the UN’s 2030 Agenda for Sustainable Development. The department is committed to leveraging new and innovative financing approaches and to working with a broad range of partners to meet the needs of low- and middle-income country partners. This includes climate funding to support developing countries’ adaptation, mitigation and resilience efforts, as well as support for Small Island Developing States at particular risk of climate-related emergencies.

For more information on Global Affairs Canada’s plans, see the “Core responsibilities: planned results and resources” section of this plan.

Core responsibilities: planned results and resources

This section contains 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

In a time of continued international instability, Global Affairs Canada will remain a strong voice championing the rules-based international system and the multilateral institutions that underpin it, which are essential to confronting collective global challenges. As demonstrated following Russia's illegal invasion of Ukraine, Canada will continue to work collaboratively, at the UN and in other multilateral forums, to build consensus, defend the rules-based international system and hold countries to account within that system for violations of international law. Canada's Feminist Foreign Policy will continue to guide its diplomacy and advocacy programs to uphold and advance democratic values, human rights and gender equality, promote biodiversity and climate action, and help to dismantle persistent discriminatory practices and structural barriers that result in inequalities. Canada will continue its efforts to support sustainable and inclusive economic growth; preserve and expand open, rules-based trade; and build lasting peace and security. At the heart of the Global Affairs Canada's engagement and action will be ensuring continued progress on common global goals, including those within the UN 2030 Agenda for Sustainable Development.

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

Global Affairs Canada continues to refine its advocacy and diplomacy mechanisms to advance and defend Canada's interests and values and to better respond to the rapidly evolving global environment. As the department adapts its advocacy and diplomacy mechanisms to respond to the modern global environment, maintaining and building relationships with all stakeholders will remain at the forefront.

At a time when the international landscape is increasingly unstable, Canada will contribute its expertise and leverage its influence in multilateral forums to help advance key issues such as democracy, inclusion, human rights, gender equality, inclusive economic growth and sustainable peace and security. These forums include the United Nations, the Group of Seven (G7), the Group of Twenty (G20), the World Trade Organization (WTO) the Commonwealth, La Francophonie, the Organisation for Economic Co-operation and Development (OECD), the Arctic Council, Asia-Pacific Economic Cooperation (APEC), the Organization of American

States (OAS), the North Atlantic Treaty Organization (NATO), the North American Aerospace Defense Command (NORAD), the Organization for Security and Co-operation in Europe (OSCE), the World Trade Organization (WTO), the International Energy Agency (IEA), the International Renewable Energy Agency (IRENA), and a wide range of bodies and entities created under international treaties to which Canada is a party.

Active Canadian participation in these forums is a crucial marker of our commitment to international cooperation and also serves to balance agendas that run counter to the priorities and objectives of Canada and like-minded members. For example, our seat at the G7 enables us to influence global trends and tackle crosscutting issues, as well as emergent global crises. The G7 will continue to be an essential part of Canada's response to Russia's illegal invasion of Ukraine, and will also be critical to championing a free and open Indo-Pacific in the year ahead. At the same time, we will work together with the world's leading advanced and emerging economies at the G20 to drive international economic cooperation – this will be more important than ever, as the global economy continues to slow. Canada will also continue to strengthen long-standing relationships with like-minded allies, including the US, UK and EU, and others in the G7 and Five Eyes, to advance Canadian interests and priorities, by supporting the formulation of Canadian policy responses to future major global events and trends.

Our close ties with our continental partners, the United States and Mexico, are essential to ensuring that goods and services continue to flow between our countries, while keeping our citizens healthy and safe. Given the growing strain on global economies, meeting our countries' individual needs while strengthening our regional cooperation is key to our shared economic prosperity. This includes working to support the effective implementation and enforcement of the Canada–United States–Mexico Agreement (CUSMA) and its environmental cooperation agreement; pursuing inclusive and progressive trade and investment policies; continuing bilateral work with the U.S. to implement the Roadmap for a Renewed Canada-U.S. partnership, including by investing in continental defence, Arctic security, modernizing the North American Aerospace Defense Command (NORAD), as well as deepening bilateral cooperation in the Indo-Pacific through the Canada-U.S. Strategic Dialogue on the Indo-Pacific; addressing the root causes of irregular migration; and, promoting clean energy, environmental protection and resource security. This also includes working together on public health, secure and resilient supply chains, including for critical minerals. Global Affairs Canada will engage at all levels with decision makers and opinion shapers within our North American partners, including at the state and local levels, to advance Canada's interests and foster strong partnerships, and by hosting the 2023 North American Leaders' Summit.

Global Affairs Canada will continue to advance Canadian international interests in the Arctic, and support for a stable and rules-based approach to the region. The department will implement Canada's international Arctic policy, as reflected in the Arctic and Northern Policy Framework, in cooperation with domestic and international partners, including territorial and provincial

governments and Indigenous Peoples. We will clearly define Canada's Arctic boundaries and conduct targeted advocacy to broaden international engagement on Canada's Arctic and Northern priorities. This includes enhanced Arctic cooperation with the Kingdom of Denmark, Finland, Iceland, Norway, Sweden and the United States. Importantly, the department will ensure substantive support for Canada's engagement in the Arctic Council in support of its enduring health and value and work in the areas of sustainable socio-economic development and environmental protection. Global Affairs Canada will work in partnership with Indigenous Peoples, and Arctic and Northern youth to amplify their contributions in this space.

Canada will continue to work in partnership with European countries to uphold shared values and interests. Canada continues to pursue a sustainable, inclusive and broad-based economic recovery from the pandemic and will remain a trusted and reliable partner for Europe, geopolitically and economically, across all sectors, including energy and food security. Global Affairs Canada will seek out markets, investments and innovation partnerships in Europe that benefit workers and businesses alike and will continue to foster strong and resilient supply chains. The Canada-EU Comprehensive Economic and Trade Agreement (CETA) is an especially crucial tool and the department will continue its work to promote and further increase its full use in the interests of both parties. The department will work beyond CETA to grow Canada's commercial relationships with important markets in the United Kingdom and the European Free Trade Association countries. For example, Canada will advance negotiations with the UK towards a permanent bilateral free trade agreement and will work to finalize a modernized free trade agreement with Ukraine.

Canada will cooperate with the European Union and its member states, Ukraine and other partners in Europe on international peace and security matters, as well as on a full range of priority issues, including: climate change and energy security; gender equality; democracy; human rights; diversity, equity and inclusion; and the rules-based international system. Canada's diplomatic presence and capacity in Central and Eastern Europe and the Caucasus will be expanded, including by converting current Canadian offices in Estonia, Lithuania, and Slovakia into full embassies, strengthening our presence at our embassy in Latvia, and opening an embassy in Armenia. Canada will continue its long-standing support to and interest in Europe's security, stability, and prosperity and will work with our European partners, G7++ and international financial partners to respond effectively to Russia's unlawful invasion of Ukraine and ongoing attempts to disrupt the rules-based international system. Canada will continue to provide support to Ukraine and to increase pressure on Russia, including through extensive sanctions and other economic measures, in coordination with our partners. Global Affairs Canada will also help counter Russian disinformation, including through the creation of a dedicated unit within Rapid Response Mechanism Canada to help increase capacity to understand, monitor and detect Russian state-sponsored disinformation and malign influence in Eastern Europe.

Canada’s Indo-Pacific Strategy will deepen, strengthen, and diversify Canadian relationships throughout the Indo-Pacific region, and with like-minded partners globally, in recognition of the fundamental impacts of this region on the full suite of Canada’s values and interests abroad. This includes deepening cooperation with key partners in the Indo-Pacific, to advance our shared vision of a peaceful, resilient and secure region.

Canadian advocacy in the Indo-Pacific region will increase our engagement with ASEAN to advance common priorities as Canada moves to become a strategic partner to this organization. As a stated objective under the Strategy, Canada will seek to join and meaningfully contribute to all four pillars of the 14-member Indo-Pacific Economic Framework for Prosperity. Meanwhile at APEC, Canadian contributions will inform policies and approaches, particularly in the area of trade and investment, in a region increasingly defined by geo-politically charged dynamics. In the year ahead, Canada’s participation at APEC will promote regional economic integration and trade liberalization in support of a sustainable, fair and inclusive economic recovery and growth; address food and energy insecurity; and support the transition to a digital and net-zero economy.

Canada’s Indo-Pacific Strategy

Canada’s Indo-Pacific Strategy presents a comprehensive road map to deepen our engagement in the Indo-Pacific over the next decade: increasing our contributions to regional peace and security; strengthening inclusive economic growth and resilience; enhancing our significant people-to-people ties; and supporting sustainable development across the region. Through clear policy and multifaceted regional investments, Canada will enhance its presence, visibility and influence in this critical region.

Canada’s engagement in Asia will also include strengthened cooperation with key partners in the Indo-Pacific, notably Japan, the Republic of Korea, India and ASEAN, on areas of shared interests. The department’s approach will build on our existing engagement with the Pacific Islands Forum and our new membership in the Partners in the Blue Pacific initiative to strengthen Canada’s relations with the Pacific. We will also build cooperation with our long-standing partners, notably with G7 and Five Eyes partners as well as the European Union and its member states on issues of common interest in the region. In Myanmar, Global Affairs Canada will continue to focus on human rights concerns, full and unhindered humanitarian access, cessation of violence and release of detainees. Through strong advocacy and action bilaterally and multilaterally, Canada will help advance efforts toward an inclusive political settlement and sustainable peace in Myanmar, to increase accountability and to support the rights and needs of vulnerable crisis-affected populations, particularly Rohingya refugees. Engagement will also include actions to support a halt in the sale and flow of arms to Myanmar, including through targeted coordinated sanctions, high-level interventions, UN resolutions and advocacy efforts. Global Affairs Canada will also engage bilaterally with key countries to strengthen regional responses to crime and terrorism, including through counter-terrorism policy consultations and boosting existing capacity-building programs.

Canada will continue to foster sustainable development, peace, democracy and inclusive governance, human rights and cooperative bilateral relationships in the Middle East and North Africa through a range of foreign policy tools. Canada will work with the United Nations and others to support peacebuilding in the Middle East, including through close collaboration with partners to counter the threat posed by Iran and Iran-backed groups, and through support for international diplomatic efforts to monitor and curtail the Iranian nuclear program. Canada will work with Israel and the Palestinian Authority to promote the conditions for peace and a two-state solution. In the same vein, Canada will look for opportunities to build on and bolster the implementation of the Abraham Accords, with a view to support dialogue and cooperation throughout the region, including through triangulation of trade and investment with regional partners. Canada will also continue to advocate for accountable governance and sustainable solutions to the ongoing crises in Iraq and Syria, and their impact on the region, particularly in Jordan and Lebanon. Alongside members of the Global Coalition to Defeat Daesh, Canada will continue to work to ensure the enduring defeat of Daesh in Iraq and Syria, and of its affiliates and branches worldwide.

Following the 27th United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties event in Egypt in 2022, Canada will work with Middle Eastern and North African countries to address climate change and biodiversity loss and advance environmental protections while ensuring sustainable, resilient, nature-positive and inclusive global economic development.

Canada will also continue to engage in Latin America and the Caribbean to build shared prosperity and security and to consolidate gains from bilateral and multilateral engagement, notably through constructive participation in the Organization of American States (OAS) and implementation of the 2022 Summit of the Americas outcomes, and through sustained engagement with CARICOM. Through effective multilateral and bilateral action, objectives for the year include promoting effective multilateral action and inclusive economic growth, including through mobilizing additional private investment particularly for women and Indigenous People's economic empowerment; advancing democratic principles; defending human rights; addressing the root causes of irregular migration; supporting climate action, especially in the Caribbean and with Small Island Developing States; and, supporting pandemic recovery. Global Affairs Canada will continue close cooperation with international and regional leaders to press for peaceful democratic resolutions in Venezuela and Nicaragua. Similarly, Canada will continue to play a positive role to promote democratic institutions and build resiliency throughout the region. Through an integrated response to the current crisis in Haiti, Canada will continue to support Haitian authorities' efforts, particularly those of the Haitian National Police, to restore peace and security in the country, working closely with the international community. A return to stability in Haiti will help create the conditions for an enduring political consensus, thereby setting the stage for free and fair elections, and facilitate a sustained response to the humanitarian crisis.

In 2023-24, Canada will continue to deepen its relationships with countries in Africa and with the African Union. Building on the first Canada-African Union Commission High-Level Dialogue in 2022, Canada will institutionalize this partnership to advance shared interests. To enhance Canada's influence and competitiveness, Global Affairs Canada will develop a new strategic framework for our engagement with Africa that will build on ever-increasing Canadian engagement at the highest levels and will align with other priorities and commitments for the continent. To complement these efforts, Canada is establishing a dedicated mission and permanent observer to the African Union in Addis Ababa, Ethiopia and will upgrade its office in Kigali, Rwanda to a high commission. In partnership with leaders and civil society on the continent, the department's strategic advocacy efforts will continue to promote human rights, inclusive democratic governance, the rule of law, and gender equality, including through the advancement of the health and rights of women, girls and 2SLGBTQI+ communities.

Given heightened food insecurity in the region as a result of climate change and compounded by Russia's illegal invasion of Ukraine, compounded with development setbacks from two years of the COVID-19 pandemic, Canada will work with African and multilateral partners to mitigate this food insecurity crisis. Sustained diplomatic efforts to help address regional conflicts and support peace and security processes will continue in close collaboration with African partners. Canada will also maintain its high-level engagement in the International Coalition for the Sahel and Alliance Sahel to address security issues and promote sustainable development in the region.

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

Canada will continue to be a consistently strong voice for the protection of human rights both on and offline and for the advancement of inclusive democratic values. For Canada, democracy, development, the rule of law, and respect for human rights and freedoms are interdependent and mutually reinforcing – with democracy providing an apt environment for the protection and promotion of human rights. Therefore, we will continue to champion the values of inclusive and accountable governance, peaceful pluralism and respect for diversity, particularly as we witness continued efforts to undermine democracy.

In support of Canada's Feminist Foreign Policy, Global Affairs Canada's initiatives are assessed against a Gender-Based Analysis Plus (GBA Plus) to ensure that equality, diversity and inclusion are embedded in the decision-making process, allowing for more responsive and inclusive policies, programs and initiatives that meet the needs of diverse groups of people.

In response to the global rise of authoritarianism, Canada will be advancing its leadership on the promotion of democracy through its 2023-24 presidency of the Community of Democracies and will focus on building the resilience of democracy worldwide. Canadian priorities will be advanced through a variety of other forums as well, including support for anti-corruption, media freedom and digital inclusion at the second Summit for Democracy; improved coordination of efforts to monitor, alert, and counter hybrid threats to democracy at the G7 Rapid Response Mechanism; and continuing our work with partners within the International Institute for Democracy and Electoral Assistance to promote and defend democracy worldwide. Building on broad consultations on Canada’s approach to democracy held in spring 2022, Canada will continue to advance the

establishment of a new independent centre to expand the availability of Canadian expertise and assistance to those seeking to: build peace; advance justice; promote human rights, inclusion and democracy; and practice good governance. The department will condemn and work to eradicate the practice of arbitrary detention, including by expanding the broad coalition of states supporting Canada’s arbitrary detention initiative and advancing an action plan.

The work of human rights defenders continues to be fundamental to the international human rights system and is critical to inclusive, safe and prosperous societies. Canada’s Voices at Risk guidelines will continue to steer its support for human rights defenders and showcase its commitment to supporting this vital work. Canada will continue its leadership role as an Executive Group member of the Media Freedom Coalition to protect the human rights of journalists and media workers around the world, including via its strong engagement with civil society organizations, like-minded countries, and other partnerships such as UNESCO. In support of the full and equal enjoyment of rights by 2SLGBTQI+ persons worldwide, Canada will continue to play an active role in the Equal Rights Coalition, the LGBTI Core Groups of both the UN and the Organization of American States, as well as the

Support for public institutions in developing countries

Strong institutions are the cornerstones of well-functioning governments.

Canada will continue to help developing countries around the world strengthen their institutions to better serve all members of their population, including the most marginalized. Canada will also continue to serve as a strong voice within multi-stakeholder forums to advocate for good governance.

Defending democracy

Global Affairs is exploring ways to renew and strengthen Canada’s engagement on democracy. This will take into consideration the pressures on democratic principles in a contested geopolitical world and what it means to build democratic resilience in this context. Canada will reinforce, augment and modernize its policy tools to meet rapidly evolving challenges and will actively contribute recognized Canadian expertise on democracy, human rights and related issues.

Group of Friends on sexual orientation and gender identity based in Geneva.

As an emerging space for the promotion and protection of human rights, Canada will build on its leadership role in the digital inclusion space to advocate for rights-based approaches to international digital governance and governance of emerging technology to ensure the digital future is underpinned by respect for human rights and democratic principles. This will include leading the development of a global declaration on information integrity and support for the development of international rights-based norms on governance of artificial intelligence, both with support of partners from the Freedom Online Coalition. Canada will also coordinate with allies and like-minded partners to deter threat actors and respond to malicious cyber incidents, help advance the implementation of the UN framework for responsible state behaviour in cyberspace, and strengthen Canada's cyber diplomacy.

Canada's approach to promote and protect freedom of religion or belief, and to promote inclusion and respect for diversity, will be informed by regular and meaningful engagement with diaspora and faith and belief communities, civil society actors, academics, the private sector and the broader international community. Global Affairs Canada will continue to chair the International Contact Group on Freedom of Religion or Belief and strengthen its efforts to combat anti-semitism and hatred abroad, including through providing ongoing support to Canada's Special Envoy on Preserving Holocaust Remembrance and Combating Antisemitism. The department's engagement in other multilateral forums, including the UN Human Rights Council, the UN General Assembly, the International Holocaust Remembrance Alliance and regional organizations will aid in these efforts.

Guided by the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), which affirms the human rights of Indigenous Peoples and provides a lasting roadmap to advance reconciliation, the department will continue to work with National Indigenous Organizations and Indigenous rights holders to align Canada's foreign policy activities with the domestic implementation of UNDRIP. Moreover, a priority for Global Affairs Canada remains ensuring the enhanced participation of Indigenous Peoples on issues affecting them, which is an overarching priority in all international bilateral and multilateral engagements.

Natural resources development can provide developing countries with opportunities to create inclusive and sustainable economic growth; however, for populations to truly benefit, government and private sector entities must meaningfully engage with stakeholders, and undertake efforts to protect the environment, counter corruption and ensure respect for human rights. Canada will help facilitate the reduction of social, economic and political barriers to the participation of women, Indigenous Peoples and marginalized groups in the management of natural resources in developing countries. This will include support for the provision of training, technical assistance and the sharing of best practices to strengthen the institutions and frameworks responsible for resource governance and the protection of human rights defenders.

Global Affairs Canada will advance its efforts to counter authoritarianism, grand corruption, transnational organized crime, terrorism and violent extremism through multilateral frameworks and leadership in international institutions, including in the UN, the Global Counterterrorism Forum, G7, G20, OAS, and the Global Coalition to Counter Daesh. For instance, in 2023-24, Canada and Tunisia will co-facilitate the eighth review of the UN Global Counter Terrorism Strategy which will outline a common and strategic and operational approach to fighting terrorism, as well as provide a guiding mandate for UN bodies on their counter terrorism and countering violent extremism activities. Global Affairs Canada will continue to work with international partners to promote cooperation and coherence in approaches, as well as to strengthen anti-corruption legal frameworks and tools in the fight against grand corruption.

Through the Elsie Initiative for Women in Peace Operations, Canada will continue to collaborate with global partners to increase efforts and engagements to advance women's meaningful participation in UN peace operations at the country level and in UN missions. The Elsie Initiative, with the support of a dedicated and expanded contact group of champion member states, will sustain political momentum to drive change through advocacy events and dialogue in key policy and budgetary UN negotiations. In line with these efforts, in 2023-24, Canada will co-host a UN peacekeeping ministerial preparatory conference on women in peace operations and partake in negotiations in the UN Special Committee on Peacekeeping Operations.

Canada helps build strong international institutions and respect for international law

International institutions are the cornerstone of the rules-based international system as they provide a venue to strengthen relationships between countries and common ground for global cooperation. Global Affairs Canada will continue to strengthen cooperation with Canada's closest partners, while expanding cooperation with non-traditional partners, to support organizational innovation and reforms to improve accountability, transparency, effectiveness and results in international institutions. This includes the UN system broadly, its peace and security architecture and peacekeeping missions specifically, as well as international financial institutions, the Commonwealth and La Francophonie. Global Affairs Canada will also work to strengthen the capacity of international institutions to advance international human rights architecture. Canada will also continue to implement the [Vancouver Principles on Peacekeeping and the Prevention of the Recruitment and Use of Child Soldiers](#)ⁱ, and the provision of high-quality, specialized peace operations training and capacity building to support the capability and fitness of personnel deploying or deployed to peace operations.

Through advocacy, outreach and engagement with national and international stakeholders, Canada supports the development of, and compliance with, international law to strengthen the rules-based international system. Wherever possible, it will leverage its relationships with states and non-state actors engaged in armed conflict to increase compliance with international humanitarian law. The department will also continue to advance, prosecute and defend Canada's

rights and obligations, including at meetings of parties to specific treaties, and before international bodies.

Global Affairs Canada will provide strategic legal advice to the Government of Canada and reflect Canada's positions in bilateral, regional and multilateral instruments, with a focus on human rights, humanitarian law, accountability, cybercrime, biodiversity, oceans and the environment. The department will also advance Canada's interests in the Arctic to protect its sovereign rights over the continental shelf in the Arctic Ocean, including its natural resources, and jurisdiction over Arctic initiatives, such as shipping, fisheries, and marine scientific research. This continued engagement will include ratifying the Canada-Denmark Boundary Agreement, as well as providing legal support to other Arctic initiatives including shipping and navigation, fisheries, the International Arctic Policy, Arctic Council, and marine scientific research.

Global Affairs Canada will continue to contribute to the prevention of and effective response to global crises, including by strengthening global conflict management and peacebuilding capabilities, and the effectiveness of international and Canadian sanctions regimes. This includes establishing a dedicated sanctions bureau in the department and deepening engagement with like-minded allies, including the United States, Australia, United Kingdom and the European Union, and other stakeholders such as civil society, the private sector, and academia. Canada will work with its partners to reinforce NATO's role as a key pillar of the current rules-based international system and will contribute to preserving and strengthening NATO as the cornerstone of transatlantic security. Together with Canada's NATO allies, a new NATO Climate Change and Security Centre of Excellence will be launched in Montreal in 2023-24. Global Affairs Canada will pursue opportunities to use newly established authorities under the *Special Economic Measures Act* and the *Justice for Victims of Corrupt Foreign Officials Act* that allow the government to seize, forfeit and redistribute assets belonging to listed individuals and entities that have already been effectively frozen by Canadian sanctions. The proceeds resulting from an asset forfeiture may be used to compensate victims of human rights abuses, restore international peace and security, or rebuild affected states.

Canada will maintain its active engagement on non-proliferation, arms control and disarmament. It will continue to play a leadership role in mitigating chemical weapons threats and restoring respect for the global norms against chemical weapons, in fulfilment of Canada's commitment as champion to restore respect for the global norm against chemical weapons of the UN Secretary General's Agenda for Disarmament, and in pursuing accountability for chemical weapons use in Syria. Canada will support disarmament efforts associated with the peaceful use of outer space through our continued participation and support of the UN Committee on Peaceful Uses of Outer Space and the Conference on Disarmament, and the Open Ended Working Group on reducing space threats.

In 2023-24, Canada will redouble efforts to strengthen the Biological and Toxin Weapons Convention, including efforts to establish an Expert Working Group, and supporting practical steps to operationalize the UN Secretary General’s Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons. Through the Weapons Threat Reduction Program, Canada will continue work related to chemical, biological, radiological and nuclear security, and support the universalization and national implementation of conventional arms control regimes such as the Arms Trade Treaty, the Convention on Cluster Munitions, and the Anti-Personnel Mine Ban Convention. Additionally, support to reduce the nuclear threat posed by Russia, Iran and North Korea will continue via tangible support for key multilateral institutions, such as the International Atomic Energy Agency (IAEA). Canada will continue to be a strong voice at the IAEA Board of Governors, including addressing Russia’s unlawful invasion of Ukraine and the impacts on nuclear safety, security and safeguards at Ukraine’s nuclear facilities that have severe international implications, notably at the Zaporizhzhia nuclear station, the largest nuclear power plant in Europe. Work will continue with partners to reinforce and advance implementation of the Treaty on the Non-Proliferation of Nuclear Weapons.

As chair of the International Coordination and Response Group for victims of Flight PS752, alongside state members Sweden, Ukraine and the United Kingdom, Canada will stay focused on supporting the families and the loved ones of the victims and holding Iran accountable for its violations of international law, including seeking reparations from Iran. Canada will continue to seek accountability, transparency and justice for the victims of this tragedy and their families.

In addition, Canada will pursue accountability for other serious violations of international law including those committed in the context of Russia’s illegal invasion of Ukraine, as well as in Syria and Myanmar.

Canada’s global influence is expanded and strengthened

As the world continues to grapple with concurrent crises, Canada looks to remain a strong voice and a trusted partner and convenor on the international stage. With a continued feminist focus on inclusive and resilient recovery from the pandemic and progress towards meeting the 17 Sustainable Development Goals, Global Affairs Canada will advance key Canadian priorities in multilateral forums such as the UN, including the World Health Organisation; G7; G20; WTO; APEC; the OECD, including the Development Assistance Committee; the International Energy Agency (IEA); the International Renewable Energy Agency (IRENA); La Francophonie; the Commonwealth; and International Financial Institutions (IFIs).

With humanitarian needs reaching the highest levels in the last 40 years, including forced displacement hitting another record and rising levels of food insecurity, Canada’s continued commitment to humanitarian assistance is a tangible expression of Canadian dedication to alleviating the suffering of persons living through emergencies and crises. To address the unprecedented levels of global humanitarian needs, Global Affairs Canada will continue to

strengthen experienced humanitarian partners to provide timely, needs-based, principled, and gender-responsive assistance where it is needed most. The urgency of addressing climate change and the current energy crisis have dramatic impacts on the global economy. Canada will continue to work with its global partners and allies, including the IEA and IRENA, to monitor the supply situations; address shortages and stabilize prices; help other countries reduce their reliance on fossil fuels; strengthen global supply chains of energy commodities, critical minerals and rare earth elements; ensure the sustainability and affordability of these supplies; and support the global net-zero transformation.

Canada gains by having stronger trading partners and greater commercial opportunities for Canadian businesses. To that end, the department will build on Canada’s strong reputation in certain regions, such as in Latin America and the Caribbean, to increase and advance alliances in support of Canada’s rules-based and inclusive trade objectives. The department will work in trade-development nexus areas to help foster a competitive business environment in developing countries through strengthening institutions, good governance, tackling corruption and inclusive growth.

Recognizing that Canada’s official languages enrich its diplomacy, efforts will also continue to promote the two official languages in foreign relations and affirm the place of French in international organizations.

Canadian leadership in advancing human rights

Canada will continue its strong advocacy for human rights, including through its leadership in multilateral forums, bringing countries to consensus and speaking out on important issues. This will include sponsoring resolutions on the Situation of Human Rights in the Islamic Republic of Iran and Child, Early and Forced Marriage at the UN General Assembly and on Violence Against Women and Girls Resolution at the Human Rights Council. Canada will also leverage its long-standing memberships in the Equal Rights Coalition and the Media Freedom Coalition.

Planned results for International Advocacy and Diplomacy

The following table shows, for International Advocacy and Diplomacy, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Canada builds and maintains constructive relationships that advance	Percentage of advocacy campaigns which met their stated objectives.	75%	March 31, 2024	80%	75%	80%
	Percentage of diplomatic activities which met their stated objectives.	72%	March 31, 2024	70%	79%	81%

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Canada's interests.	Number of international commitments through which Canada works with partners to address strategic peace and security challenges.	N/A ¹	March 31, 2024	14	13	29
Canada's leadership on global issues contributes to a just and inclusive world.	Number of influencers and decision-makers reached through Canadian-hosted events, including events on women's empowerment and rights and gender equality.	24,500	March 31, 2024	187	9,993	108,773
	Percentage of Canadian-led decisions introduced through international and regional organizations that are accepted.	80%	March 31, 2024	100%	100%	100%
	Number of Canadians in leadership positions in international institutions.	12	March 31, 2024	18	17	20
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.	75%	March 31, 2024	100%	100%	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, 2024	84%	85%	85%
	Number of actions that are led or supported by Canada support strengthened adherence to international law.	21,440	March 31, 2024	Not available New indicator		21,386
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 5 and 8	March 31, 2024	8	8	8

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.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
	Ranking of Canada's reputation abroad as reported in global opinion polls.	Between 1 and 5	March 31, 2024	6	3	2

The financial, human resources and performance information for Global Affairs Canada's program inventory is available on [GC InfoBase](#).ⁱⁱ

Planned budgetary spending for International Advocacy and Diplomacy

The following table shows, for International Advocacy and Diplomacy, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
879,653,795	879,653,795	887,782,030	881,777,394

Financial, human resources and performance information for Global Affairs Canada's program inventory is available on [GC InfoBase](#).ⁱⁱⁱ

Planned human resources for International Advocacy and Diplomacy

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
2,405	2,433	2,446

Financial, human resources and performance information for Global Affairs Canada's program inventory is available on [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 focus efforts on expanding trade, investment and supply chain resilience, enabling Canada to seize economic opportunities, strengthen and diversify our regional partnerships and build a stronger and more secure economy. Essential to the success of these efforts will be continued work to strengthen and uphold an open, inclusive, rules-based multilateral trading system, one that reinforces international norms and standards and provides a secure, transparent, and equitable environment for global trade. An open, inclusive, rules-based trading system has historically contributed to a strong and resilient economy in Canada, creating good middle-class jobs at home and abroad and enabling long-term growth.

The complexity of the international environment requires institutions that are inclusive, effective and relevant. In addition to supporting the modernization of critical trade institutions, the department will help Canadian exporters, including small businesses, and those led by women, Indigenous Peoples, Black, racialized, 2SLGBTQI+ and youth entrepreneurs, to adapt and thrive through better access and share in the benefits of international trade, investment and innovation. Furthermore, Global Affairs Canada will continue to negotiate new, and expand existing, bilateral and regional trade agreements, advance Foreign Investment Promotion and Protection Agreements, and build stronger economic partnerships globally, particularly in the Indo-Pacific.

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

While increased inclusive economic growth has helped drive down rates of extreme poverty and contributed to creating a larger global middle class, the multilateral trading system continues to face challenges. This includes supply chain disruptions caused by the COVID-19 pandemic, which have been exacerbated by Russia's illegal invasion of Ukraine. Anticipating and managing problems in this challenging global context is more important than ever and requires active cooperation. The department will strengthen collaboration with other government departments and agencies, provinces and territories, bilateral and multilateral partners, and other relevant stakeholders to combat protectionism, unfair trade practices and economic coercion around the world, and to strengthen and secure critical supply chains. The department will also continue to engage with international entities such as the WTO, G7, the G20, APEC, the OECD, the World Intellectual Property Organization, the World Economic Forum, and other international organizations to reinforce partnerships and address common issues. To foster multilateral trade

and prosperity for everyone, Canada will continue its work to reform and strengthen global systems, including through Canada's ongoing leadership of the Ottawa Group on WTO reform.

In 2023-24, Global Affairs Canada's trade priorities will include expansion and implementation of the plurilateral Global Trade and Gender Arrangement, exploring trade and trade policy tools to achieve climate objectives, the development of frameworks for digital trade, and seeking to ensure that the benefits of trade are inclusive and distributed more widely, including with Indigenous Peoples through the implementation of the Indigenous Peoples Economic and Trade Cooperation Arrangement. Under Canada's Indo-Pacific Strategy, the department will lead whole-of-government efforts in the region to expand market access, support supply chain resilience, secure productive investment, protect intellectual property, promote competitive business opportunities, and foster a more open, predictable and sustainable regional economic order. In addition, the department will continue to exercise leadership in key international trade law reform processes at the UN Commission on International Trade Law and the International Centre for Settlement of Investment Disputes.

To increase economic benefits and opportunities, Global Affairs Canada will continue to pursue free trade with new partners and advance Canada's export diversification strategy for the benefit of Canadian businesses and consumers. This will be achieved through the negotiation and implementation of bilateral and regional free trade agreements, bilateral foreign investment promotion and protection agreements, and other trade policy tools. Comprehensive trade agreement negotiations will be advanced with partners in the Indo-Pacific, notably with Indonesia and ASEAN and renewed engagement with India, towards a broader comprehensive economic partnership agreement. Canada will work to expand the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) through the accession of new members, while ensuring that any form of expansion will be based on high standards and track records. Negotiations for the U.K.'s accession to the CPTPP will be conducted in parallel with Canada's negotiations for a new, permanent bilateral trade agreement with the U.K. Under the Indo-Pacific Strategy, Canada will also pursue new or modernized foreign investment protection and promotion agreements with priority partners in the region. Canada will seek to join the Digital Economic Partnership Agreement comprising Singapore, New Zealand and Chile, while securing a cultural-industries exception for the Canadian cultural sector. The department will advance a Canada-Africa Economic Cooperation Strategy, including support for the implementation of the African Continental Free Trade Area, and will work with African partners to reinforce the rules-based international order and global economic governance.

Trade relationships will also be advanced globally through: modernizing the Canada-Ukraine Free Trade Agreement; engaging in free trade negotiations and trade policy cooperation initiatives in Latin America, including with the Pacific Alliance (Chile, Colombia, Mexico, Peru); free trade agreement exploratory discussions with Ecuador; and engaging in a trade policy

dialogue with the African Union as a platform for developing long-term trade policy relations with the continent.

In support of Canada’s national security, economic interests and foreign policies, including Canada’s response to global conflicts, such as Russia’s illegal invasion of Ukraine, Global Affairs Canada will continue to develop and apply effective trade controls under its various international agreements. These agreements include the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), the CPTPP, the Canada-United States-Mexico Agreement (CUSMA) and the Arms Trade Treaty (ATT). The department will also continue to monitor both steel and aluminum imports, and to take action in response to trade barriers, including those affecting softwood lumber.

To protect and promote foreign investment through legally binding rights and obligations, Canada includes investment chapters in many of its Free Trade Agreements. Canada will also engage in a renewed negotiations agenda of Foreign Investment Promotion and Protection Agreements, including with Georgia, Nigeria, Qatar and United Arab Emirates.

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

Global Affairs Canada will continue to position Canada as an innovative, responsible and competitive partner by providing enhanced support to high-potential, high-growth Canadian exporters, including through the Canadian Technology Accelerator initiative and the Global Mentor program. It will provide funding through CanExport to small and medium-sized enterprises (SMEs), associations and innovators to help businesses diversify their exports and protect Canadian intellectual property in foreign markets. The department will continue to develop online and digital communications with Canadian businesses to raise awareness about its activities and support for exporters, innovators, and foreign investors. The department will continue to invest in information technology tools to provide the best service to Canadians.

Global Affairs Canada remains committed to promoting the inclusion and diversity of Canadian exporters in international trade and help Canadian businesses and entrepreneurs from traditionally underrepresented groups grow through trade. Canada’s efforts will be as inclusive as possible,

Trade Commissioner Service

Global Affairs Canada’s Trade Commissioner Service (TCS) supports Canadian exporters and innovators through a worldwide network of over 1,400 trade professionals in more than 160 cities across Canada and around the world. This network leverages support and funding provided through the CanExport suite of programs for exporters, innovators, associations and communities.

including proactive engagement to increase exporters from under-represented groups (women, Indigenous Peoples, Black and other racialized entrepreneurs, 2SLGBTQI+ and youth).

The Indo-Pacific is the world’s fastest-growing economic region, and its importance and influence will only continue to grow over time. Global Affairs Canada will implement key trade initiatives related to the Indo-Pacific Strategy to enhance high-level representation and support increased Canadian exports to the region. The department will also strengthen science technology and innovation partnerships with key economies in the Indo-Pacific.

In 2023-24, in addition to promoting and expanding rules-based trade, and the greater usage of free trade agreements, Global Affairs Canada will seek to enhance science, technology and innovation partnerships with major foreign economies. It will also develop new agreements to create enhanced opportunities for Canadian researchers, innovators and businesses to collaborate internationally, and continue efforts to attract foreign venture capital to Canada’s start-up ecosystem. Under the Indo-Pacific Strategy the department will prioritize the expansion of science, technology and innovation partnerships with key economies in the Indo-Pacific region. In addition, the department will promote research and development partnerships for Canadian SMEs through CanExport Innovation and the Canadian International Innovation Program. Global Affairs Canada will also increase its efforts, in coordination with other federal organizations and international partners, to protect Canada’s research community against foreign threats.

Overseas Exports

Canada is targeting a 50-percent increase in overseas exports by 2025, over 2017 levels.

In April 2022, Global Affairs Canada launched an enhanced and expanded responsible business conduct strategy applicable to all Canadian companies active abroad. The strategy’s action plan includes a concrete set of activities that will continue to be implemented over the next five years and aim to help Canadian companies adopt world-leading responsible business practices, gain a competitive advantage, mitigate risks as they diversify into new markets, and contribute to a strong and inclusive economy.

The department will build on Canada’s engagement in certain regions, such as Latin America, the Caribbean, and Africa, to increase and advance alliances in support of Canada’s rules-based and inclusive trade objectives. The department will also work to support Canadian trade and development objectives through closer collaboration between trade and development teams and the piloting of nexus projects, which will offer complimentary results in these sectors.

International education is an essential pillar of Canada’s long-term competitiveness. Canadians who study abroad, as well as students from abroad who study here, benefit Canada in similar ways: increasing awareness of new cultures and ideas, stimulating innovation, developing

important cross-cultural competencies, and improving labour market preparedness. The department will continue to implement the International Education Strategy 2019-2024. Work on renewing the Strategy will include the launch of consultations with provinces and territories and key stakeholders such as education associations and institutions. The Strategy will help ensure that Canada remains a top destination for learning, with a focus on promoting exports of Canadian educational products and services and leveraging scholarships to attract the best and brightest international talent to Canada.

Furthermore, Global Affairs Canada will continue its collaborative work with Export Development Canada, the Canadian Commercial Corporation, Invest in Canada, the Business Development Bank of Canada, Innovation, Science and Economic Development Canada (ISED) and other federal partners that share similar mandates to support Canadian businesses, through initiatives such as the Government of Canada Clean Growth Hub and the Global Hypergrowth Project.

Foreign direct investment is facilitated, expanded or retained

Promoting Canada as a destination for foreign investors is an important driver of innovation, competitiveness and economic prosperity. The TCS will continue activities that raise foreign investor knowledge, awareness and interest in investing in Canada, by targeting investment projects from foreign-based multinationals to fill gaps in existing supply chains in key priority sectors, placing sustainable growth at the centre of our efforts to support the transition to a low carbon economy.

Global Affairs Canada will conduct regular, coordinated and strategic engagement with relevant federal government departments, as well as the provinces and territories, municipalities, and the Invest in Canada Hub, to attract and retain foreign direct investment. This includes assisting Canadian communities, including Indigenous communities, to attract, retain and expand foreign direct investment through the CanExport Community Investments program. Also through strong whole-of-government engagement, Global Affairs Canada will bolster economic and environmental protection through support for innovation and green jobs, thereby building a more resilient, inclusive, sustainable and competitive economy.

Planned results for Trade and Investment

The following table shows, for Trade and Investment, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 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, 2024	4	4	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, 2024	4	4	4
	Percentage of applications for permits and certificates related to trade controls processed in accordance with service standards.	90%	March 31, 2024	98%	99%	99%
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.	90%	March 31, 2024	91%	92%	92%
	Number of business clients served by the Trade Commissioner Service.	11,000	March 31, 2024	Not available New indicator		
	Value of exports to overseas markets.	\$292 billion (50% increase from 2017 to \$292 billion)	December 31, 2025	\$216 billion (in 2019)	\$196.7 billion (in 2020)	\$216.6 billion (in 2021)
	Number of concluded commercial agreements facilitated by the Trade Commissioner Service.	1,500	March 31, 2024	1,411	1,340	1,372

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
	Number of international research and innovation partnerships facilitated by the Trade Commissioner Service.	170	March 31, 2024	159	148	147
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.	130	March 31, 2024	128	121	120
	Number of investor visits to Canada facilitated by the Trade Commissioner Service.	170	March 31, 2024	235	100	115

The financial, human resources and performance information for the Global Affairs Canada’s program inventory is available on [GC InfoBase](#).^v

Planned budgetary spending for Trade and Investment

The following table shows, for Trade and Investment, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
351,847,825	351,847,825	350,672,020	350,577,550

Financial, human resources and performance information for Global Affairs Canada’s program inventory is available on [GC InfoBase](#).^{vi}

Planned human resources for Trade and Investment

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
2,140	2,110	2,109

Financial, human resources and performance information for Global Affairs Canada’s program inventory is available on [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

For the past six years, Canada's Feminist International Assistance Policy has guided Canada's efforts to contribute to building stronger, more peaceful and prosperous societies. Gender equality is at the center of Canada's global efforts to support the empowerment of women and girls and of all marginalized groups, and to ensure that people living in the most precarious and vulnerable circumstances are not left behind. This includes addressing sexual and gender-based violence, including harmful practices such as child, early and forced marriage, and female genital mutilation/cutting.

At this time, complex and compounded crises are prompting the department to accelerate its efforts to help the poorest and most vulnerable. These efforts include alleviating suffering in humanitarian crises; reinforcing opportunities for inclusive, sustainable and equitable economic growth; promoting gender equality and the empowerment of women and girls; improving health, nutrition and education outcomes; advancing sexual and reproductive health and rights; implementing climate change and climate finance commitment and bolstering peace and security. To make sustainable progress towards these outcomes, Canada will continue to collaborate extensively with multilateral and bilateral partners to help address inequalities in these sectors and advance the Sustainable Development Goals (SDGs).

The effects of the pandemic and from conflicts and crises taking place around the world on global poverty and the achievement of the SDGs are expected to be substantive, particularly as rising inflation and spikes in the prices of food and other commodities impact the affordability of basic necessities. Global Affairs Canada will deliver gender-responsive and human rights-based international assistance where it is needed most, through partnerships with Canadian civil society and multilateral and international partners, as well as regional partners, including women's rights organizations.

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

The COVID-19 pandemic remains a global threat and its devastating health, education, social, economic, environmental and security impacts are still significant, predominantly in the poorest and most vulnerable regions. Canada remains committed to a continued robust and coordinated global response to COVID-19 through international assistance programs including efforts to strengthen global pandemic prevention, preparedness and response capacities. Specific funding

initiatives funded through Access to COVID-19 Tools Accelerator partners valued at \$732 million in 2022-23 will continue to provide support for ongoing procurement and enhanced delivery of medical countermeasures; health-systems strengthening with a view to the integration of COVID-19 response into routine services; increased regional vaccine manufacturing capacity; and pandemic prevention, preparedness and response. This includes continued implementation of Canada’s Global Initiative for Vaccine Equity, a \$275 million signature initiative for vaccine delivery and health system strengthening.

HIV/AIDS, tuberculosis, malaria and other infectious childhood diseases continue to affect the poorest and most vulnerable communities. For that reason, Canada will continue supporting the work of key global partners such as the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Gavi Alliance, the Stop TB Partnership and the Global Polio Eradication Initiative.

Canada will continue to scale up advocacy and gender transformative investments in global health, nutrition and sexual and reproductive health and rights to meet its \$1.4 billion annual target by 2023–2024. As part of the 10-Year Commitment to Global Health and Rights (2020-2030), the department will also increase investments in neglected areas of sexual and reproductive health and rights, which include improving access to safe abortion and post-abortion care, comprehensive sexuality education, family planning, advocacy for sexual and reproductive health and rights and the prevention of sexual and gender-based violence.

The combined impact of the pandemic, conflict and climate change has led to a global education crisis that disproportionately affect the most vulnerable learners, including girls, refugees, displaced children and youth, and people with disabilities. The associated learning losses will have long-lasting economic and social impacts. Global Affairs Canada, including through the Together for Learning campaign, is focused on addressing barriers and ensuring improved access to safe and inclusive quality education and skills training for the most marginalized. For example, the department will implement projects to support the education and learning of children and youth experiencing displacement in Asia, sub-Saharan Africa, Latin America, and the Middle East. Canada will continue to amplify local voices and engage youth from the Refugee Education Council and will bring forward the Youth Manifesto and Outcome Document from the Together for Learning Summit, including at the December 2023 Global Refugee Forum.

COVID-19 response and recovery

In 2023-24, Global Affairs Canada, in coordination with key international and Canadian global health stakeholders, will continue to support COVID-19 response and recovery and strengthen pandemic preparedness and response, including by donating surplus COVID-19 vaccine doses, where feasible.

In 2023-24, Global Affairs Canada will continue to advance human rights, address barriers to equality, and improve socioeconomic outcomes for 2SLGBTQI+ persons, Indigenous Peoples, persons with disabilities, and ethnic and religious minorities in developing countries. This includes meaningful engagement with Canadian and international 2SLGBTQI+ stakeholders in the International Assistance Program Community of Practice, to strengthen program implementation and foster a renewed focus on the perspectives and needs of 2SLGBTQI+ persons.

Global Affairs Canada will assist developing countries achieve cleaner economic growth, build inclusive markets, transition to climate-smart agriculture and food systems, and build climate-resilient and nature-positive economies. Building on the 27th Climate Change Conference of the Parties (COP 27) in November 2022 in Egypt, Canada will continue focusing its global leadership efforts on transitioning towards sustainable climate pathways by 2030 and Net-Zero (carbon neutral) emissions by 2050, aligned with the United Nations Framework

Accelerated Coal Transition Initiative

Canada will contribute up to \$1 billion and work with other donors on the implementation of the Climate Investment Funds' Accelerating Coal Transition Program to advance a just transition from coal power to clean energy in emerging economies.

Convention on Climate Change (UNFCCC), promoting the effective implementation of the Paris Agreement and advancing the climate-nature nexus. Following the 15th Conference of the Parties (COP15) to the United Nations Convention on Biological Diversity (CBD) held in December 2022 in Montréal, Canada will continue to work with global partners, especially the Global Environment Facility, to halt and reverse biodiversity loss by 2030.

Recognizing the interconnectivity between environmental degradation and gender inequality, Canada will continue to deliver its environment and climate change official development assistance in a manner that is gender-responsive and human rights-based, including by supporting women's leadership and decision-making in environment and climate action. Building on its long-time support for climate action in developing countries, Canada will continue to fulfill its \$5.3 billion international climate finance commitment, dedicating 40 percent of funding to adaptation and 20 percent to projects that leverage nature-based climate solutions and contribute to producing biodiversity co-benefits. A minimum of 80 percent of climate finance projects will integrate gender equality considerations. Canada will work with relevant stakeholders to develop projects for the third year of this commitment, all of which will align with at least one of the four climate finance thematic areas: Clean Energy Transition and Coal Phase-Out; Climate-Smart Agriculture and Food Systems; Nature-Based Solutions and Biodiversity; and Climate Governance. Canada will support a new community of practice on nature-based solutions. Canada will also deliver on its new \$350 million commitment to support developing countries to take action on nature conservation. This funding will support the implementation of the Kunming-Montreal Global Biodiversity Framework.

Work will continue with multilateral development banks on the implementation of Canada’s current and past climate finance commitments, including through climate finance facilities at the International Finance Corporation, International Bank for Reconstruction and Development, Asian Development Bank, African Development Bank and Inter-American Development Bank. This will be aimed at catalyzing private sector investments into climate change mitigation and adaptation projects in developing countries.

In 2023–24, the department will continue to provide support for sustainable agricultural development and food-system transformation to developing countries to address the global food crisis. Programming will focus on increasing the resilience of food systems to shocks arising from conflicts, pandemics and climate change. In line with Canada’s climate finance commitment for Climate-Smart Agriculture and Food Systems, Canada will continue to deliver programming that focuses on smallholder farmers, especially women, to help them improve their economic resilience and livelihoods through sustainable practices and facilitate access to resources.

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

Women and girls face particular health and socioeconomic threats, exacerbated by intersecting forms of discrimination and violence, and remain systematically underrepresented in decision-making and leadership positions. To help address the consequences and root causes associated with systemic gender inequality, Global Affairs Canada will continue to play a leadership role in advancing the rights of women and girls and gender equality in the poorest and most fragile countries. It will remain a strong voice on the international stage and work to further leverage its position in key international institutions, such as the United Nations, the Commonwealth, La Francophonie, international financial institutions, the G7 and the G20. The department remains committed to directing no less than 95 percent of Canada’s bilateral international development assistance toward initiatives that either target or include gender equality and the empowerment of women and girls, of which 15 percent is to specifically target these goals.

Global Affairs Canada will continue to work to advance gender equality and the empowerment of women and girls using a feminist and human rights-based approach that fully considers the inequalities that individuals and communities experience based on sex, race, ethnicity, place of birth, religion, language, sexual orientation, gender identity or expression, age, ability, and other identity factors. Notably, there are significant challenges to advancing gender equality due to the compounding marginalization faced by women and girls with disabilities. Global Affairs Canada will take into account such intersecting identities, as well as their implications for achieving equitable outcomes for the most marginalized, when managing international assistance projects and programs.

Global Affairs Canada will continue to mobilize resources to strengthen the feminist funding ecosystem in developing countries as well as to continue to support grassroots women’s rights organizations – including through the Equality Fund and the Women’s Voice and Leadership Program – and to build on the strength and leadership of local women’s rights organizations in Canada’s partner countries. The department will also participate actively on the steering group of the Alliance for Feminist Movements, a novel multi-stakeholder partnership co-created by Canada and launched in September 2022 to mobilize sustained, increased and improved financial and political support for women’s rights organizations globally.

The department will provide greater assistance to people with disabilities through international assistance programming and advocacy in multilateral and bilateral forums. This will include support for local disability rights organizations to advance disability inclusion in the paid and unpaid care work agenda and within the multilateral development banks. The department will ensure that women and girls with disabilities and their representative organizations, including women disability rights defenders and advocates, are consulted in and derive benefit from Global Affairs Canada’s international assistance work.

Canada has committed to addressing unpaid and paid care work in low- and middle-income countries, reinforcing its role as a leading advocate internationally on the issue. Through this \$100 million commitment, Canada will help: address root causes of global inequality; increase women’s participation in employment, education and public life; and ensure care workers are represented and have their voices heard and their rights respected. Plans for 2023–24 include an ‘Action for Paid Care Workers Initiative’, through which a number of Canadian civil society organizations will be invited to submit proposals. The newly established Care Work Community of Practice, which engages Canadian civil society organizations and other stakeholders, will help support learning and best practices among stakeholders working on this issue globally.

In line with the objectives of the Feminist International Assistance Policy, the department will continue to advance Canada’s leadership on the prevention of sexual and gender-based violence and harmful practices, including female genital mutilation/cutting, and child early and forced marriages. This work is aligned with the targets of the Generation Equality Forum’s Action Coalition on Gender-Based Violence and will be undertaken with and through multilateral forums and civil society partners, especially women's rights organizations, and alongside men and boys as allies in the prevention of gender-based violence.

In Ukraine, Canada will prioritize the Women, Peace and Security (WPS) objectives through the Peace and Stabilization Operations Program (PSOPs). In this context in 2023-2024, PSOPs will continue to support Ukraine to implement its National Action Plan on WPS and will be supporting a number of initiatives to advance accountability for violations of international human rights law and international humanitarian law, with a particular focus on conflict-related sexual violence.

Reduced suffering and increased human dignity in communities experiencing humanitarian crises

Global humanitarian needs have reached record-breaking levels in recent years and the UN projects that 339 million people will need life-saving humanitarian assistance in 2023. Humanitarian needs continue to be driven by protracted and violent conflict, which contributes to the forcible displacement of 100 million people. The impacts of the pandemic and Russia's illegal invasion of Ukraine have only exacerbated these trends and further strained the humanitarian system and global food systems.

Increasing food insecurity is expected to be an ongoing challenge for the humanitarian system. The World Food Programme estimated that approximately 349 million people in 82 countries are experiencing acute food insecurity, and among them, 50 million people are on the brink of famine. In response to growing global acute hunger, in 2022 Canada allocated a record amount of almost \$650 million to humanitarian food and nutrition assistance, and will continue to respond to the growing global food and nutrition needs in 2023.

To address this unprecedented level of humanitarian needs, Global Affairs Canada will continue to step up and respond to increasing and deteriorating humanitarian crises, delivering humanitarian assistance that saves lives, alleviates suffering and maintains the dignity of those most affected. Working within an established system of experienced humanitarian partners, including the United Nations, non-governmental organizations, and the International Red Cross and Red Crescent Movement, Global Affairs Canada will continue to support the delivery of timely, inclusive, needs-based, and coordinated humanitarian assistance to where it is needed most. In response to increasing natural disasters, Global Affairs Canada will continue to employ its natural disaster response tools to respond to the needs of affected populations including, financial support to experienced humanitarian partners, relief supplies from the Department's emergency relief stockpile, and the deployment of experts to support affected governments.

In line with humanitarian principles, the department will continue to allocate its humanitarian resources on the basis of need and proportional to the severity of humanitarian crises. In line with Canada's Feminist International Assistance Policy, the department will also continue to advance gender-responsive humanitarian action to address the specific needs and priorities of people in vulnerable situations, particularly women and girls.

Canada's humanitarian assistance is supported by efforts to engage and shape global humanitarian policy to build a more effective and efficient humanitarian system. In this vein, Global Affairs Canada will continue to advance key humanitarian policy priorities including advancing gender-responsive humanitarian action; promoting global humanitarian commitments such as the Good Humanitarian Donorship and Grand Bargain; protecting the humanitarian space of impartial humanitarian organizations; assuring safe access and security of humanitarian personnel; advocating for and promoting the protection of civilians and respect of international

humanitarian laws by parties to armed conflict; and defending the rights of vulnerable and marginalized populations affected by crises.

In 2022, Canada endorsed several important humanitarian declarations including the G7 Statement on Strengthening Anticipatory Action in Humanitarian Assistance and the Political Declaration on Strengthening the Protection of Civilians from the Humanitarian Consequences arising from the use of Explosive Weapons in Populated Areas. It also became a supporter of the Climate and Environment Charter for Humanitarian Organizations. Global Affairs Canada will continue to engage in the international humanitarian system to advance these new commitments, re-affirm our existing humanitarian commitments, and strengthen Canada's position and influence as one of the world's top humanitarian donors.

Improved peace and security in countries and regions where Canada engages

There are many interlinkages between Canada's humanitarian, development, and peace and security actions, particularly in fragile and conflict-affected contexts. As such, Russia's illegal invasion in Ukraine, as well as peace and security implications in the Indo-Pacific region, will remain areas of focus for Global Affairs Canada peace and stabilization efforts in 2023–24. To address, prevent and respond to global issues involving violent conflict and state fragility, strong and coordinated effort will be required from various partners.

To help progress towards peace and stabilization in societies around the world, Canada is committed to addressing the drivers of conflict through gender-responsive, integrated approaches to conflict prevention, stabilization and peacebuilding, and to state and institutional capacity building. The department will continue to work with partners to scale up support to address immediate needs and mitigate the impact of invasions on vulnerable populations. For example, the Democracy in La Francophonie initiative will help improve societies' and governments' resilience to disinformation, strengthen the coordination capacity of local pro-democracy movements, and empower women and other equity-seeking groups to address threats to their democratic rights. Canada will also continue to work with partners to advance gender-sensitive policies that help prevent the recruitment and use of children in armed conflict in Africa.

Global Affairs Canada will continue to promote peace and stability through the delivery of flexible, agile and catalytic programs, and through the deployment of police and civilian experts to fragile and conflict-affected states. In 2023–24, Ukraine is projected to be a country of focus for Canada's PSOPs programming, with priorities including support for security sector institutions, mine action, accountability, and stabilization initiatives, as well as helping bolster Ukrainian resilience and resistance in the face of Russian aggression. In the Sahel, Canada will continue to address insecurity in this region and work with likeminded partners to build peace and sustainable development, including through high-level participation in the Coalition for the Sahel and Alliance Sahel.

Canada will deploy a variety of tools to deter states whose actions run counter to international law and human rights principles. The department will contribute to the capacity of Indo-Pacific states to face non-conventional security threats, support efforts towards denuclearization and respond to North Korea's illegal and aggressive actions, and sanctions will be imposed in Haiti to continue putting pressure on individuals to stop the flow of illicit funds and weapons to weaken and disable criminal gangs. In Afghanistan, the department will continue to respond to the ongoing migration crisis and in Iraq and Syria, necessary action will be taken to help assure Daesh's enduring defeat. The department will continue working closely together under the auspices of the Global Coalition to Defeat Daesh/ISIS to effectively counter this dangerous threat and to contribute to efforts to disrupt Daesh's expansion beyond the Middle East. In 2023–24, the next phase of responding to the Rohingya and Myanmar crises will continue to be implemented, thus allowing improved access for humanitarian assistance. Canada will continue to advocate for peaceful restoration of democracy in Myanmar, as well as accountability for crimes against the Rohingya and other vulnerable and conflict-affected populations in Myanmar.

Canada's third National Action Plan on Women, Peace and Security will provide an opportunity to review the current focus and strengthen the integration of the WPS agenda into the government's peace and security efforts, and to expand its reach to new areas such as climate and cyber security. Through the Elsie Initiative for Women in Peace Operations, Canada will continue collaborating with partners globally to provide funding and support to increase the meaningful participation of uniformed women in UN peace operations through research and supporting troop and police-contributing countries and the United Nations to address barriers.

In 2023–24, the Counter-Terrorism Capacity Building Program (CTCBP) will continue to support Canada's efforts in the Middle East with counterterrorism programming in Iraq, Lebanon, Jordan, and Syria. The CTCBP will continue to contribute to international efforts to respond to the security situation in Afghanistan through counterterrorism capacity-building support to neighbouring and regional states. In Africa, programming in the Sahel, Lake Chad Basin and Horn of Africa regions will explore options for new programming that responds to the expansion of terrorist and violent extremist groups throughout the continent. CTCBP programming in North Africa will remain focused on enhancing the capacity of law enforcement and border-security forces to prevent and counter terrorist threats. In Central Asia and the Indo-Pacific, the CTCBP will continue to support regional counterterrorism initiatives, including with ASEAN member states.

In response to the evolving threats posed by transnational crime, the Anti-Crime Capacity Building Program (ACCBP) will continue to engage with new and long-standing partners, including the UN Office on Drugs and Crime, INTERPOL and the Organization of American States, to combat trafficking of persons, crimes that affect the environment, drugs and weapons trafficking, money-laundering, corruption and cybercrime. While retaining its strong position in Latin America and the Caribbean, through the ACCBP, Global Affairs Canada will continue to

assess opportunities to expand programming in other regions, including the Indo-Pacific, and West and East Africa, in response to new and emerging risks posed by transnational organized crime. The ACCBP will also contribute to department-wide responses to exceptional circumstances, such as the Venezuela crisis and Russia’s illegal invasion of Ukraine.

The Weapons Threat Reduction Program (WTRP) will work with trusted and new partners in Africa, Eastern Europe, Latin America and the Caribbean, the Middle East and Southeast Asia to improve the prevention and detection of—and effective responses to—the threat of proliferation and use of weapons and materials of mass destruction (WMD), small arms and light weapons, land mines and other indiscriminate weapons by non-state actors and states of proliferation concern. The WTRP will build international capacity to monitor and respond to WMD-related threats from Russia, Iran and North Korea and will support Ukraine in countering WMD threats and disinformation stemming from Russia’s invasion, including through the G7-led Global Partnership Against the Spread of Weapons and Materials of Mass Destruction (GP) and the International Atomic Energy Agency (IAEA). The WTRP will strengthen nuclear security in states with identified needs through contributions to the IAEA’s Nuclear Security Fund and Peaceful Uses Initiative, including by building regulatory infrastructure for nuclear security and radiation safety in Latin American and Caribbean states. It will address biological threats—whether natural, accidental or deliberate—by delivering projects that strengthen global health security, including through the GP’s Signature Initiative to Mitigate Biological Threats in Africa, and by expanding biosecurity and disease-surveillance capabilities in Southeast Asia. The WTRP will also support the universalization and national implementation of conventional arms control regimes such as the Arms Trade Treaty and the Ottawa Convention.

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

Fostering strong, diverse and inclusive partnerships, and a safe and enabling environment in which they can work, is essential to achieving common international objectives and realizing the United Nations 2030 Agenda for Sustainable Development. In an effort to maximize the impact and results of Canada’s international assistance investments, Global Affairs Canada will pursue an ambitious grants and contributions transformation program aligned with the Feminist International Assistance Policy, with a view to improving the way international assistance is managed and delivered, thus ensuring greater responsiveness, effectiveness, transparency and accountability. This work will be especially vital, given the setbacks experienced during the COVID-19 pandemic and its impact on the global international assistance system.

In 2023–24, Global Affairs Canada will continue to emphasise new approaches to innovative financing and work towards enhancing the impacts of international assistance investments. The department will negotiate new projects with new partners and manage existing projects that use or will use blended finance and sovereign loans aligned with the Feminist International Assistance Policy action areas, particularly in the areas of gender, inclusive economic growth

and climate issues. More specifically, the International Assistance Innovation Program will continue to make pro-poor gender-focussed blended finance investments that leverage private sector resources and help build equitable markets. The department will also continue to diversify and mobilize new partnerships, notably through the Small and Medium Organizations for Impact and Innovation initiative, and by supporting the Equality Fund, which seeks to build a sustainable source of funding to strengthen women’s organizations and networks in developing countries through partnerships between government, private sector and philanthropic and civil society organizations. Through Grand Challenges Canada, Global Affairs Canada will continue to foster scaling of health impacts and sharing knowledge and lessons with partners to promote learning from innovations it supports. The Indigenous Peoples Partnering for Climate initiative, designed in collaboration with representatives from the National Indigenous Organizations, will build new relationships with Indigenous Peoples and organizations in Canada and abroad, and foster innovation.

Building on the Donor Statement on Supporting Locally Led Development endorsed at the 2022 Effective Development Cooperation Summit in December 2022, Global Affairs Canada will advocate for better understanding and valuing of local expertise, and for greater integration of local perspectives in all aspects of its international assistance. To engage and leverage new and existing partners, Global Affairs Canada will support the renewal of the Development Partners Network on Decentralization and Local Governance, which will include transforming a primarily development partners network into a more diverse and richer constellation of stakeholders. This will bring together local governments, civil society and development partners to share their expertise and strengthen the practice of decentralization and local governance. In addition, Canada will take part in the Justice Action Coalition to further its international efforts on the promotion of people-centered justice. Through the Coalition, like-minded countries and organizations will exchange information, leverage each other’s expertise, and coordinate efforts, with the end goal of equal access to justice and legal empowerment for all.

Canada will also continue to work within the Partnership for Religion and Development, alongside other governments, intergovernmental agencies, and faith and belief-based organizations and academia to harness the potential positive impact of religious and faith-based actors on Agenda 2030.

At home, the department will continue to invest in public engagement to help leverage Canadian expertise, resources and innovation; to strengthen the efficiency and effectiveness of international assistance; and most importantly, to inform, inspire and involve Canadians in international development. Global Affairs Canada will seek to engage Canadians as global citizens, through partnerships with Civil Society Organizations, connecting local and global realities, and building on strong local partnerships in developing countries.

When conventional approaches are not sufficient to meet objectives, innovation and experimentation can help define the path forward by exploring new ways of doing business in an environment that is experiencing unprecedented change. Experimentation and testing will continue to be used as valuable tools in the department’s efforts to further evidence-based decision-making, deliver strong results to Canadians and manage risks more effectively. The department will continue to facilitate the integration and implementation of development innovation culture across the department, and track and report on the innovations it funds, as well as explore and promote best practices to scale the impacts of effective innovations, particularly in the context of a renewed focus on the SDGs.

Planned results for Development, Peace and Security Programming

The following table shows, for Development, Peace and Security Programming, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
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 people trained in demand-driven technical and vocational education and training.	30,000	March 31, 2024	42,310 (18,105 women; 16,611 men; 7,594 gender not indicated)	13,654 (7,777 women, 4,943 men, 934 gender not indicated)	20,573 (15,540 women and 5,033 men)
	Number of people reached with nutrition-specific interventions.	150 million	March 31, 2024	9.5 million (8.5 million women; 0.9 million men; 164,000 gender not indicated); in addition, 173,932,461 children received the recommended 2 doses of vitamin A	2,154 (1,231 girls and 923 boys) under 5 screened and treated for severe acute malnutrition; in addition 98,872,931 children received 2 doses of vitamin A	3,957 (1,301 girls and 2,656 boys) under 5 screened and treated for severe acute malnutrition; in addition 167,614,174 children received 2 doses of vitamin A

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
	Number of entrepreneurs, farmers and smallholders provided with financial and/or business development services through GAC-funded projects.	2 million	March 31, 2024	5.2 million (2 million women; 3.1 million men; 35,000 gender not indicated)	6.9 million (2.8 million women; 4 million men; 4,315 gender not indicated)	6,791,753 (2,797,582 women, 3,510,308 men, and 483,863 gender not indicated)
	Number of individuals with an enhanced awareness, knowledge or skills to promote women's participation and leadership in public life.	100,000	March 31, 2024	Not available New indicator		231,182 (173,023 women, 26,626 men and 31,533 gender not indicated)
	Number of beneficiaries (m/f) from climate adaptation projects supported by GAC.	N/A ²	March 31, 2024	2.8 million (1.3 million women; 1.4 million men; 7,600 gender not indicated)	5.9 million	2,772,525 (1,624,576 women, 1,134,240 men and 13,709 gender not indicated)
Enhanced empowerment and rights for women and girls in countries where Canada engages.	Number of people reached by GAC-funded projects that help prevent, respond to and end sexual and gender-based violence, including child, early and forced marriage and/or Female Genital Mutilation.	45 million	March 31, 2024	Not available New indicator		

² Targets are under review for Canada's official interdepartmental climate finance commitment of \$5.3 billion for adaptation beneficiaries.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
	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.	2,000	March 31, 2024	868	1,914	1,802
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.	N/A ³	March 31, 2024	97.1 million	115.5 million	128.2 million
	Number of refugees and internally displaced persons assisted and protected.	N/A ⁴	March 31, 2024	Refugees assisted: 12.2 million IDPs protected/assisted: 43.5 million (in 2019)	Refugees: 13.1 million; IDPs: 48.6 million	Refugees: 21.3 million IDPs: 51.3 million
	Number of people who have received sexual and reproductive health services, including access to contraception, through a humanitarian response delivered by Civil Society Organizations.	N/A ⁵	March 31, 2024	390,798	356,373	391,318

³ 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.

⁴ 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.

⁵ Establishing a target for this indicator is not appropriate as the number will vary from year over year depending on humanitarian need.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Improved peace and security in countries and regions where Canada engages.	Percentage of international assistance that targets fragile and conflict-affected states.	N/A ⁶	March 31, 2024	55%	40%	49%
	Number of Canadian supported 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.	N/A ⁷	March 31, 2024	233	202	255
	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.	N/A ⁸	March 31, 2024	Not available New indicator	\$222.1 million	\$202.4 million

⁶ 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.

⁷ “Canadian supported interventions taken by partners” will vary significantly from year to year, depending on the type of projects being implemented, the security environment in a particular country or region, and a partner’s willingness to share potentially sensitive data. As a result, annual targets are not set.

⁸ 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	2019–20 actual result	2020–21 actual result	2021–22 actual result
Canada's international assistance is made more effective by leveraging diverse partnerships, innovation, and experimentation.	Number of new partners that receive GAC support for programming in the delivery of international assistance, disaggregated by type.	52	March 31, 2024	Total 61 new partners: 15 civil society (Canadian) 27 civil society (foreign) 2 government (Canadian) 4 government (foreign) 8 multilateral 3 private sector (Canadian) 2 private sector (foreign)	46 Total: 9 civil society (Canadian) 27 civil society (foreign) 4 multilateral (non-core) 1 private sector (Canadian) 5 private sector (foreign)	55 Total: 9 civil society (Canadian) 34 civil society (international) 1 government (Canadian) 4 multilateral (non-core) 1 private sector (Canadian) 6 private sector (international)
	Percentage of initiatives implementing innovative solutions in the delivery of international assistance.	13.8%	March 31, 2024	Not available New indicator		

The financial, human resources and performance information for Global Affairs Canada's program inventory is available on [GC InfoBase](#).^{viii}

Planned budgetary spending for Development, Peace and Security Programming

The following table shows, for Development, Peace and Security Programming, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
4,728,599,642	4,728,599,642	4,765,775,073	4,615,884,766

Financial, human resources and performance information for Global Affairs Canada's program inventory is available on [GC InfoBase](#).^{ix}

Planned human resources for Development, Peace and Security Programming

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
1,210	1,218	1,228

Financial, human resources and performance information for Global Affairs Canada’s program inventory is available on [GC InfoBase](#).^x

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

The global context is rapidly evolving, compounding the risks inherent to international travel. In parallel, many Canadians are living with or facing stressors and mental health issues, factors that can exacerbate their needs if they require consular assistance. Global Affairs Canada is working to ensure that the consular services it provides respond to the complex needs of Canadians travelling, living and working abroad.

Global Affairs Canada will continue to support Canadians globally by providing timely and accurate travel information and consular services adapted to changing realities and new ways of working. It is important to note that this includes support for Canadians and providing appropriate assistance adapted to the needs of clients in equity-seeking groups.

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

Global Affairs Canada will provide timely and essential information to Canadians on its travel website and related social media accounts to help them make informed decisions about their travel. The online Travel Advice and Advisories provide reliable and up-to-date information for all travellers, and now includes information pertaining to the destination's legal system, and specific safety risks faced by 2SLGBTQI+ travellers, as situations warrant. Similarly, for destinations where there are trends of harassment or violence targeting women, specific information and advice is included to help women travellers mitigate risks.

The department will also use the Travel Advice and Advisories to share information and advice for Canadians affected by crises and emergencies abroad, as well as providing information via the 24/7 Emergency Watch and Response Centre, the Registration of Canadians Abroad system, the department's social media messages and other online information on Canada's global network of consular officials. In 2023-24, Global Affairs Canada will continue to engage Canadians directly through outreach and stakeholder engagement events and initiatives aimed at raising awareness of the information and services available to Canadians prior to travelling abroad and while they are outside of Canada.

Global Affairs Canada will continue to leverage domestic and international partnerships to ensure Canadians can get the help they need, including in locations where the Government of Canada has limited or no presence. The department will continue to use its Consular Advocacy Initiative Fund to address issues affecting Canadians abroad, such as mental health, the safety of women and children, sexual and gender-based violence and arrest and detention. This Fund will provide the financial support for consular teams at our missions abroad to identify issues

affecting the safety and security of Canadians and conduct consular diplomacy with foreign governments and stakeholders.

Aligning with the Government of Canada’s *Policy on Service and Digital*^{xi}, Global Affairs Canada will leverage new and emerging technologies to support the work of the consular program. The department will support the adoption of digital solutions that can strengthen the consular program’s ability to maximize the use of data in developing policies and delivering services. Global Affairs Canada will continue to provide comprehensive security and emergency management training to employees at missions and headquarters to ensure they are prepared and ready to assist Canadians.

Actions by a country to coerce another country by arbitrarily arresting, detaining or sentencing its nationals violates individual human rights, undermines bilateral relations and erodes trust in the rules-based international system. Canada will continue to oppose arbitrary detention, as reflected in the [Declaration Against Arbitrary Detention in State-to-State Relations](#)^{xii}, supported by over 69 countries from all continents, plus the European Union. As Canada continues to play a leadership role in the fight for a world free of arbitrary detention for diplomatic leverage, the department will continue to engage with governments abroad as well as with private sector and civil society organizations in a comprehensive and strategic manner. The Minister of Foreign Affairs will be hosting a global conference in Canada this year for the endorsers and relevant stakeholders of the Declaration to take stock, plan next steps and discuss concrete actions to deter and respond to this unacceptable practice worldwide.

Canadians abroad receive timely and appropriate government services

Global Affairs Canada will continue to provide timely and appropriate consular services to all Canadians, including those in potentially vulnerable situations, including women, children and members of the Indigenous and 2SLGBTQI+ communities. The department will strive to follow established service standards and maintain service excellence to best meet the needs of Canadians.

Key to providing timely and appropriate consular services is the ability to adapt, develop and implement new policies, tools and guidance that respond to the needs of vulnerable clients, for example those dealing with mental health issues, and provide those giving services appropriate training in the use of the tools and guidance. This includes mental health and self-care for our staff abroad and training modules on how to address arrest and detention situations. In 2023-24, with the anticipated return to pre-pandemic levels of travel, the department will look to strengthen its network by ensuring its resources are effectively distributed across the overseas network to best meet demand. Continuing to expand and strengthen the honorary consul program will also help improve access to consular services in areas where Canada has a limited presence.

Global Affairs Canada will continue to provide passport and citizenship services to Canadians on behalf of Immigration, Refugees and Citizenship Canada through timely and consistent access to passport and travel documents that enable Canadians to choose to live, study or travel abroad. To prepare and respond to the projected increased demand for passports, GAC has bolstered its network by hiring and training additional passport resources and has developed strategies to provide ad hoc surge capacity as required.

Planned results for Help for Canadians Abroad

The following table shows, for Help for Canadians Abroad, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
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.	5% increase in annual unique page views of Travel.gc.ca	March 31, 2024	76.67% increase (30,730,857 visits)	9.7% decrease (27,899,927 visits)	339% increase ⁹ (116,390,155 visits)
		2% increase in total number of installations of Travel Smart app annually	March 31, 2024	141% increase in iOS installation (30,829)	555% decrease in iOS installation (5,550)	167% increase in iOS downloads (14,382)
		2% increase in social media followers	March 31, 2024	18% increase (407,024)	352% decrease in Android installation (5,855)	85% increase in Android downloads (11,066)

⁹ In December 2020, with the announcement of new COVID travel restrictions – including entry to Canada – there was a significant increase of visits to the website by visitors from outside Canada, which continued until the travel restrictions to Canada were lifted in October 2022.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
	Percentage of consular cases actioned within the established service standards.	90%	March 31, 2024	Initial response within 1 business day for consular cases: 97% Within 1 month of detention: 98% Within 1 month of sentencing: 95% Within 3 months after transfer: 95% Annually: 95%	Initial response within 1 business day for consular cases: 97% Within 1 month of detention: 89% Within 1 month of sentencing: 91% Within 3 months after transfer: 100% Annually: 97%	Initial response within 1 business day for consular cases: 96% Within 1 month of detention: 93% Within 1 month of sentencing: 89% Within 3 months after transfer: 100% Annually: 92%
	Number of Canadians who have been assisted through the 24/7 Emergency Watch and Response Centre.	N/A ¹⁰	March 31, 2024	126,446 calls handled 38,435 emails handled 7,080 cases managed	120,383 calls handled 152,818 emails handled 6,805 cases managed	73,834 calls handled 32,530 emails handled 11,457 live chats 2,849 text messages

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.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
	Number of employees trained to respond to a crisis.	1290 people trained and 50 exercises completed	March 31, 2024	Not available New indicator	2,377 employees participated in emergency management training and exercises; 130 exercises completed	1,406 employees participated in emergency management training; 36 exercises completed
Canadians abroad receive timely and appropriate government services.	Percentage of Canadian clients who expressed satisfaction with the service(s) received.	90%	March 31, 2024	95%	90%	91%
	Percentage of services that met the established service standards.	90%	March 31, 2024	Passports Regular: 97.5% Temporary: 99.5% Emergency: 99.4% Citizenship: N/A Specialized services: Private financial services: 90% Notarial services: 96%	Passports Regular: 94% Temporary: 99% Emergency: 97% Citizenship: N/A Specialized services: Private financial services: 100% Notarial services: 96%	Passports Regular: 94% Temporary: 99% Emergency: 97% Citizenship: N/A Specialized services: Private financial services: 89% Notarial services: 100%

The financial, human resources and performance information for Global Affairs Canada's program inventory is available on [GC InfoBase](#).^{xiii}

Planned budgetary spending for Help for Canadians Abroad

The following table shows, for Help for Canadians Abroad, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
66,738,805	66,738,805	68,336,952	67,762,447

Financial, human resources and performance information for Global Affairs Canada’s program inventory is available on [GC InfoBase](#).^{xiv}

Planned human resources for Help for Canadians Abroad

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
565	560	557

Financial, human resources and performance information for Global Affairs Canada’s program inventory is available on [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 will continue to: adapt to new ways of working and providing services; modernize mission networks, including expanding the digital Virtual Mission Model; and make sustainable, green improvements at missions. Ensuring the safety of Canada’s people and places abroad will continue to be based on risk assessments and needs, balancing new ways of working with strong security requirements. For employees, this means implementing health, safety and security measures based on local conditions, taking actions to address systemic racism and supports to enhance mental health and wellbeing.

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

Global Affairs Canada provides common services to support Canada’s diverse presence in missions, which includes employees of the department, locally engaged staff, other government departments and co-locators such as crown corporations and provinces providing services to Canadians. The department will continue to build on efforts to modernize its business processes and improve the management and delivery of common services and real property portfolio in a cost-effective manner.

Global Affairs Canada will continue to implement its digital strategy to modernize mission networks, improving digital security and helping employees work more efficiently. The strategy aims to take advantage of modern and emerging technologies and data to evolve how the department works. It also aims to reframe how programs and services can be designed to meet the department’s priorities and improve service delivery. The department will also continue to expand the Virtual Mission Model, which aims to build a more secure, cloud-capable and collaboration-friendly network architecture. This will leverage secure cloud network architecture and improve digital adoption across the Government of Canada. These technological improvements will lead to more efficient use of resources and provide greater access to Canadians for services abroad.

The department will continue efforts to reduce environmental impacts of its operations, in alignment with the Federal Sustainable Development Strategy, the Government of Canada’s Greening government strategy, and the 2030 Agenda for Sustainable Development. These efforts will build on existing greening efforts at headquarters and missions abroad, in particular through: integrating considerations of greening opportunities into all planning and investment decisions; reducing energy and water consumption and carbon emissions, where possible; planning for

climate resilience; reducing printing in offices, waste and landfill diversion through recycling and composting programs; and engaging in sustainable procurement practices. Reducing the department's carbon footprint not only reduces the impact on the environment but also leads to a more efficient use of resources.

Global Affairs Canada provides services on behalf of the Government of Canada at missions through the employment of both locally engaged staff (LES) and Canada-based staff. The department will continue to improve the quality of services for LES. The focus for 2023-24 will be to advance ongoing work for a more standardized, systemic approach to LES benefits design, delivery and governance.

Global Affairs Canada continues to work at home and abroad to address systemic racism, discrimination and bias and to promote a dynamic, healthy and productive workforce. Efforts will include implementing and monitoring the department's Anti-racism Strategy 2021-26, and working to meet aspirational benchmarks grounded in the Canadian labour market for visible minorities, Black people and Indigenous Peoples.

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

One of the impacts of the COVID-19 pandemic is a heightened awareness of health, safety and security for employees, particularly with respect to mental health and wellbeing. Global Affairs Canada will continue to ensure that employees who work and live abroad, including LESs and dependents of Canada-based staff, have access to health care and are adequately supported to meet the various challenges faced by the mission's country context.

The department's work is dependent on keeping sensitive information safe, which is a growing challenge. It can be difficult to balance the desire to work more collaboratively from different locations and the need for digital transformation with the realities of cybersecurity and international espionage. The department will continue to enhance its cyber security capabilities and upgrade IT security and infrastructure to better prevent, detect and respond to cyber threats on the networks, platforms and devices that enable the new ways of working.

Ensuring employees and visitors to the department's buildings around the world are secure remains a key priority. The department will continue to implement the 10-year Duty of Care initiative to improve the infrastructure, readiness and information security at its missions abroad through additional security measures prioritized according to security risks, including the evolving global threat environment in which it operates.

Bill C-65 introduced key changes to ensure that employers are required to take steps to prevent and respond to incidents of harassment and violence, and offer support to affected employees, including those in federally regulated workplaces, the federal public service, parliamentary

workplaces, and political staff. The department will continue to implement Bill C-65 and ensure that Global Affairs Canada is a workplace that is free from violence and harassment and that the safety and security of its employees remains a top priority.

Planned results for Support for Canada’s Presence Abroad

The following table shows, for Support for Canada’s Presence Abroad, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Departmental results indicators	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
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 24, 2024	79%	73%	74%
	Percentage of the replacement value of the department’s real property portfolio spent on repairs, maintenance, and recapitalization.	2%	March 24, 2024	1.6%	1.2%	2.5%
	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 24, 2024	90%	86%	90%
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 24, 2024	Not available New indicator	56%	69%

The financial, human resources and performance information for Global Affairs Canada’s program inventory is available on [GC InfoBase](#).^{xvi}

Planned budgetary spending for Support for Canada’s Presence Abroad

The following table shows, for Canada’s Presence Abroad, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
1,256,548,540	1,256,548,540	1,222,322,574	1,195,454,659

Financial, human resources and performance information for Global Affairs Canada’s program inventory is available on [GC InfoBase](#).^{xvii}

Planned human resources for Support for Canada’s Presence Abroad

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
4,619	4,600	4,609

Financial, human resources and performance information for Global Affairs Canada’s program inventory is available on [GC InfoBase](#).^{xviii}

Internal services: planned results

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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

Planning highlights

Internal services are foundational to the achievement of Global Affairs Canada’s international mandate. In recent years, the department has made significant changes in the way it operates to meet the challenges of an ever-changing environment domestically and abroad, and it continues to adapt and modernize its operations to meet the needs of today and the future. The department has developed a set of key management priorities to implement in 2023-24 and beyond. These are presented as part of the Corporate Management Agenda, a recent initiative to ensure enhanced monitoring and senior-level and department-wide engagement on key corporate priorities in support of a more agile and responsive department. Action areas within the Agenda include sustaining COVID response and preparing for future pandemics; strengthening operations and asset management; developing the workforce of the future; and, enabling a digital transformation.

The Corporate Management Agenda will be adjusted in summer 2023 to reflect the outcomes of the Future of Diplomacy initiative and other emerging policy priorities.

Enterprise Risk Management

To better support the advancement of its priorities in 2023-24, Global Affairs Canada will continue to implement its Enterprise Risk Management (ERM) Strategy by leveraging data and evidence to manage risk at all levels, and by fostering a strong risk culture across the organization. The ERM Strategy guides departmental officials in managing risks that affect strategic plans and priorities. GAC’s Strategic Risk Landscape and the Enterprise Risk Profile identify unique pressures associated with resource management and fiduciary oversight associated with geographically dispersed operations. For both 2022-23 and 2023-24, the top risk

areas that are being tracked and addressed by allocating more resources and attention include: health and wellbeing related to workload and constant change; cyber security and resilience; management of real property; addressing the need for adequate healthcare services and supplementary health and safety measures at mission; and IT infrastructure. Risks linked to these areas take into account the impact of COVID-19 on GAC’s workforce and assets.

Planning for Contracts Awarded to Indigenous Businesses

In support of efforts to renew and strengthen the Government of Canada’s relationship with Indigenous Peoples, federal departments are providing increased economic opportunities to First Nations, Inuit, and Métis businesses through the federal procurement process. In 2023-24, Global Affairs Canada will develop and improve strategies for economic empowerment and increasing diversity in procurement with regards to Indigenous businesses, with the aim of meeting the mandatory minimum target of five percent of total value of contracts awarded to Indigenous businesses annually by September 30, 2023.

In furtherance of this goal, the department will build on the information training sessions that were organized for the department’s procurement community led by Indigenous Services Canada in 2022-23 and will ensure that procurement specialists participate in the new mandatory course that has been developed. Procurement officers will continue to work with clients to identify opportunities for Indigenous procurement and the department will develop a broader strategy that includes new approaches to awarding contracts to Indigenous-led or -owned businesses. Quarterly management reports will be prepared to effectively monitor the department’s activities and progress toward the target.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Total percentage of contracts with Indigenous businesses	N/A	N/A	Based on historic trends, GAC expects to award a minimum of 5% (a current expected value of \$9,989,260) of the total value of the department’s domestic procurement contracts in 2023-24.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
293,248,466	293,248,466	292,838,236	292,949,800

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
1,907	1,895	1,890

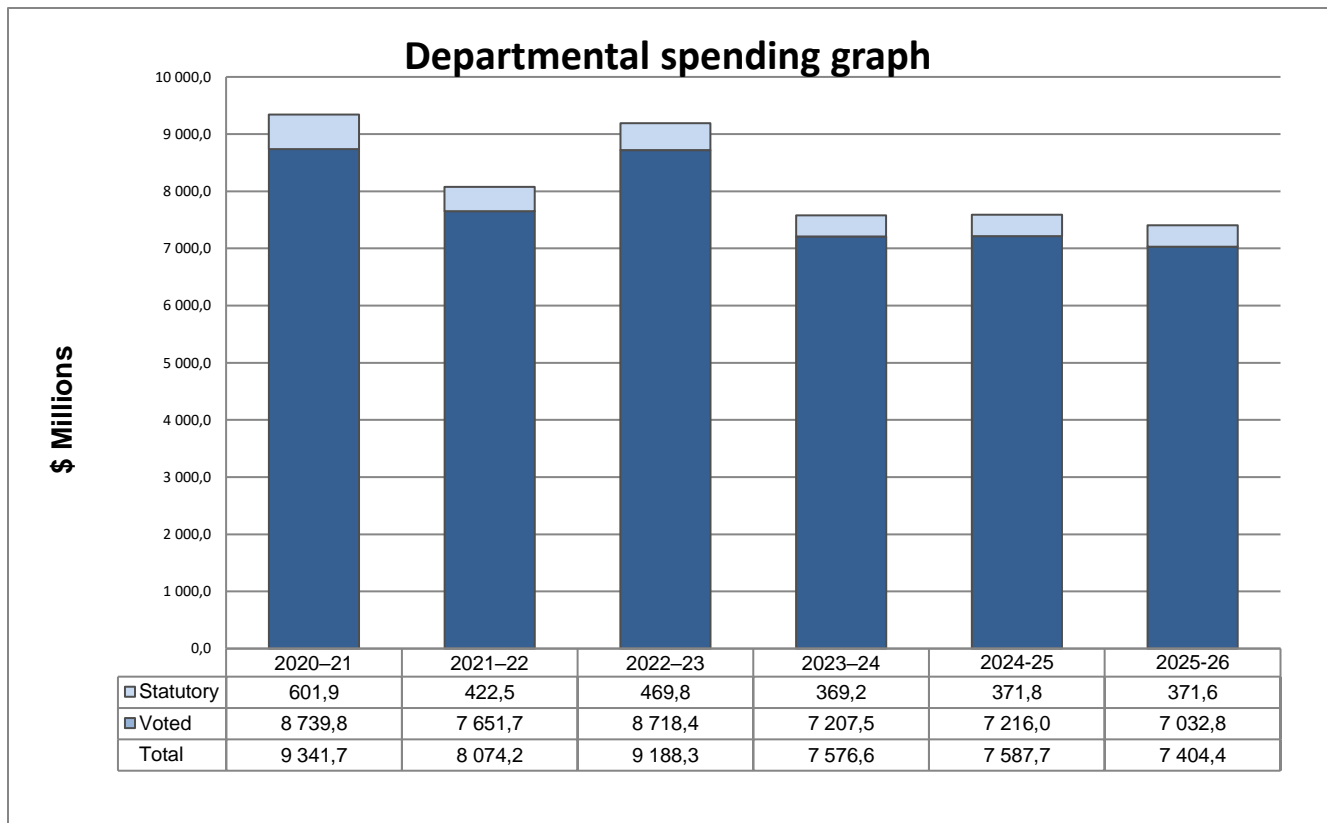
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2023–24 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2020–21 to 2025–26

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



From 2022–23 to 2025–26, Global Affairs Canada’s spending profile varies from \$9.2 billion in 2022–23 to \$7.4 billion in 2025–26.

Significant items contributing to the decrease of \$1.78 billion include the following:

- \$732.0 million to support access for developing countries to vaccines, therapeutics and diagnostics to fight COVID-19 will end on March 31, 2023;
- \$433.2 million for various climate change initiatives to help developing countries to address the impact of climate change will be reduced between now and 2025–26;
- \$250.0 million to support Canada’s response to the global food and nutrition crisis, with a focus in Sub-Saharan Africa will end on March 31, 2023;

- \$151.7 million for Canada’s response to advance Ukrainian resilience and early recovery will end on March 31, 2023;
- \$69.9 million to support Canada’s strategy in response to the Rohingya crisis in Myanmar and Bangladesh will end on March 31, 2024;
- \$67.5 million to address the Middle East Strategy will end on March 31, 2023;
- \$66.5 million for Duty of Care to protect our people at Canadian missions abroad through infrastructure, mission readiness, and securing our information, which will be reduced over the next two years;
- \$60.0 million for the Global Partnership for Education will end on March 31, 2023;
- \$50.0 million in support of the Financial Intermediary Fund for Pandemic Prevention, Preparedness and Response will end on March 31, 2023;
- \$41.3 million for humanitarian assistance in Afghanistan will end on March 31, 2023;
- \$40.0 million for the Strategic Priorities Fund for international assistance will end on March 31, 2023;
- \$36.8 million for Canada's engagement in United Nations peace operations and peacebuilding will end on March 31, 2023; and,
- \$28.5 million for Canada’s response to the Venezuelan refugee and migrant Crisis in Latin America and the Caribbean region will end on March 31, 2023.

These decreases are offset by an increase of the following:

- \$163.2 million to support the Feminist International Assistance Policy;
- \$25.7 million inflation on overseas operations and foreign service allowance;
- \$21.4 million for Canada’s engagement in United Nations peace operations and peacebuilding, and PSOPs component of Ukraine action team at Global Affairs Canada; and,
- \$11.9 million for the 2025 World Exposition Osaka.

Expenditures for 2020-21 and 2021-22 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 information on spending for each of Global Affairs Canada's core responsibilities and for its internal services for 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
1. International Advocacy and Diplomacy	899,031,725	869,584,493	885,648,510	879,653,795	879,653,795	887,782,030	881,777,394
2. Trade and Investment	331,958,395	342,744,065	397,048,900	351,847,825	351,847,825	350,672,020	350,577,550
3. Development, Peace and Security Programming	6,675,018,497	5,432,062,149	6,345,413,067	4,728,599,642	4,728,599,642	4,765,775,073	4,615,884,766
4. Help for Canadians Abroad	135,456,113	54,898,131	72,752,803	66,738,805	66,738,805	68,336,952	67,762,447
5. Support for Canada's Presence Abroad	982,828,418	1,063,117,825	1,155,988,476	1,256,548,540	1,256,548,540	1,222,322,574	1,195,454,659
Subtotal	9,024,293,148	7,762,406,663	8,856,851,756	7,283,388,607	7,283,388,607	7,294,888,649	7,111,456,816
Internal services	317,413,748	311,804,098	331,425,281	293,248,466	293,248,466	292,838,236	292,949,800
Total	9,341,706,896	8,074,210,761	9,188,277,037	7,576,637,073	7,576,637,073	7,587,726,885	7,404,406,616

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Global Affairs Canada’s core responsibilities and for its internal services for 2023–24 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
1. International Advocacy and Diplomacy	2,342	2,369	2,490	2,405	2,433	2,446
2. Trade and Investment	2,077	2,057	2,110	2,140	2,110	2,109
3. Development, Peace and Security Programming	1,134	1,127	1,172	1,210	1,218	1,228
4. Help for Canadians Abroad	405	403	374	565	560	557
5. Support for Canada's Presence Abroad	4,345	4,530	4,653	4,619	4,600	4,609
Subtotal	10,303	10,486	10,799	10,939	10,921	10,949
Internal services	1,873	1,823	1,974	1,907	1,895	1,890
Total	12,176	12,309	12,773	12,846	12,816	12,839

From 2020-21 to 2025-26, Global Affairs Canada’s full-time equivalents (FTEs) increase by 663 FTEs (5.45%) 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:

- Climate change initiatives to help developing countries address the impact of climate change;
- Implementation of the Feminist International Assistance Agenda;
- Emergency response to COVID-19;
- Support to mission security abroad to mitigate risks through physical infrastructure, mission readiness and securing our information;
- Reinforcement and modernization of core consular capacity to assist Canadians abroad;

- Administration of trade controls;
- Canada’s engagement in United Nations peace operations and peacebuilding, and establishing a PSOP component to the Ukraine action team at Global Affairs Canada;
- Strengthening Canada's capacity for a global China;
- The Export Diversification Strategy;
- CanExport - intellectual property support;
- Canada's participation at World Expo Osaka 2025;
- Foreign cyber operations to protect critical infrastructure;
- Rapid Response Mechanism initiative; and,
- To provide support to departmental staff located at missions abroad.

Estimates by vote

Information on Global Affairs Canada’s organizational appropriations is available in the [2023–24 Main Estimates](#).^{xix}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Global Affairs Canada's operations for 2022–23 to 2023–24.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on the [Global Affairs Canada website^{xx}](#).

Future-oriented condensed statement of operations for the year ending March 31, 2024 (in thousands of dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	8,021,150	7,361,022	(660,128)
Total revenues	50,463	53,490	3,027
Net cost of operations before government funding and transfers	7,970,687	7,307,532	(663,155)

The \$663 million dollar decrease is due to a significant decrease in funding of grants and contributions to support:

- Access by developing countries to vaccines, therapeutics and diagnostics for COVID-19;
- The Ukraine crisis; and,
- The food and nutrition crisis.

Corporate information

Organizational profile

Appropriate ministers: Mélanie Joly, Minister of Foreign Affairs; Mary Ng, Minister of International Trade, Export Promotion, Small Business and Economic Development; and Harjit S. Sajjan, Minister of International Development and Minister responsible for the Pacific Economic Development Agency of Canada

Institutional head: David Morrison, Deputy Minister of Foreign Affairs; Rob Stewart, Deputy Minister of International Trade; and Christopher MacLennan, Deputy Minister of Development

Ministerial portfolio: Global Affairs Canada and the Canadian Trade Commissioner Service. The following federal entities operate at aim'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 instruments: [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

Information on Global Affairs Canada's raison d'être, mandate and role is available on the [department's website^{xxii}](#).

Information on Global Affairs Canada's mandate letter commitments is available in the [Ministers' mandate letter^{xxiii}](#).

Operating context

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

Reporting framework

Global Affairs Canada’s approved departmental results framework and program inventory for 2023–24 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 and decision-makers 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: Number of actions that are led or supported by Canada which support strengthened adherence to international law.	Sub-Saharan Africa Policy and Diplomacy
		Indicator: Degree to which Canadian positions on international legal issues are reflected in the outcome of discussions and negotiations, such as agreements, arrangements and resolutions.	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	
Core Responsibility 2: Trade and Investment	Departmental Result: Canada helps to build and safeguard an open and inclusive rules-based global trading system.	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
		Indicator: Percentage of applications for	International Business Development
			International Innovation and Investment
			Europe, Arctic, Middle East and Maghreb

Departmental Results Framework			Program Inventory
Core Responsibility 3: Development, Peace and Security Programming		permits and certificates related to trade controls processed in accordance with service standards.	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 business clients served by the Trade Commissioner Service.	Asia Pacific Trade
		Indicator: Value of exports to overseas markets.	Sub-Saharan Africa Trade
		Indicator: Number of concluded commercial agreements facilitated by the Trade Commissioner Service.	
		Indicator: Number of international research and innovation partnerships facilitated by the Trade Commissioner Service.	
	Departmental Result: Foreign direct investment is facilitated, expanded or retained.	Indicator: Number of new foreign investments and expansions of existing foreign investments in Canada facilitated by the Trade Commissioner Service.	
		Indicator: Number of investor visits to Canada facilitated by the Trade Commissioner Service.	
	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 people trained in demand driven, technical and vocational education and training.	International Assistance Operations
		Indicator: Number of people reached with nutrition-specific interventions.	Office of Human Rights, Freedom and Inclusion (OHRFI) Programming
Indicator: Number of entrepreneurs, farmers and smallholders provided with financial and/or business development services through GAC-funded projects.		Humanitarian Assistance	
Indicator: Number of individuals with an enhanced awareness, knowledge or skills to promote women's participation and leadership in public life.		Partnerships for Development Innovation	
Indicator: Number of beneficiaries (m/f) from climate adaptation projects supported by GAC.		Multilateral International Assistance	
Indicator: Number of people reached by GAC-funded projects that help prevent, respond to and end sexual and gender-based violence, including child, early and forced marriage and/or Female Genital Mutilation.		Peace and Stabilization Operations	
Departmental Result: Enhanced empowerment and rights for women			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	
		Grants and Contributions Policy and Operations	

Departmental Results Framework			Program Inventory
Core Responsibility 4: Help for Canadians abroad	and girls in countries where Canada engages.	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 people who have received sexual and reproductive health services, including access to contraception, through a 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 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: Percentage of initiatives implementing 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.	
Indicator: Percentage of consular cases actioned within the established service standards.			
Indicator: Number of Canadians who have been assisted through the 24/7 Emergency Watch and Response Centre.			
Indicator: Number of employees trained to respond to a crisis.			
Departmental Result: Canadians abroad	Indicator: Percentage of Canadian clients who expressed satisfaction with the service(s) received.		
		Consular Assistance and Services for Canadians Abroad	
		Emergency Preparedness and Response	

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

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 on [GC InfoBase](#).^{xxv}

Supplementary information tables

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

- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Federal tax expenditures

Global Affairs Canada's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. 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 plus.

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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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. 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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

full-time equivalent (équivalent temps plein)

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

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

high impact innovation (innovation à impact élevé)

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

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.

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 a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

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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