



*****Erratum***** Please note that an error occurred while transcribing the financial information from the Main Estimates. As per approved funding, the 2025–26 Planned Spending for the International Advocacy and Diplomacy Core Responsibility in *Table 25: Planned three-year spending on core responsibilities and internal services (dollars)* should be **\$1,167,720,957** instead of \$1,162,720,957. Note: This error has been corrected in both the PDF and HTML version of the 2025–26 Departmental Plan.

Global Affairs Canada 2025–26 Departmental Plan

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Global Affairs Canada's 2025-26 Departmental plan: At a glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d'être and operating context](#)

Key priorities

Global Affairs Canada's top priorities for 2025-26 are as follows:

- To promote Canada's economy by supporting Canadian access to key markets, promoting fair competition and improving the resiliency of Canada's critical supply chains
- To protect the security and prosperity of Canada and Canadians by addressing international security threats which have direct implications on national and economic security, in close cooperation with allies
- To contribute to international efforts to address global challenges such as poverty, conflict and climate change and to promote democracy and human rights, with a focus on those elements that most impact the security and prosperity of Canadians at home and abroad

While Global Affairs Canada will pursue these priorities broadly with partners across Canada's mission network and at home, Canada's G7 presidency and relationship with the United States will be key focus areas of Canadian international engagement in 2025-26.

Highlights

In 2025-26, total planned spending (including internal services) for Global Affairs Canada is \$8,437,090,075 and total planned full-time equivalent staff (including internal services) is 13,235. For complete information on Global Affairs Canada's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

The following provides a summary of the department's planned achievements for 2025-26 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Core responsibility 1: International Advocacy and Diplomacy

Planned spending: \$1,167,720,957

Planned human resources: 2,806

Departmental results:

- Canada's global influence is expanded and strengthened

- Canada builds and maintains constructive relationships that advance Canada’s interests
- Canada’s leadership on global issues contributes to a just and inclusive world
- Canada helps build strong international institutions and respect for international law

Global Affairs Canada will work to redefine Canada’s relationship with the US and strengthen collaboration with reliable partners and allies around the world. The department will contribute to effectively promoting and protecting the interests of Canada by engaging with its partners to address issues such as global and regional security, foreign interference, human rights, health and the environment, threats to economic security, cybersecurity and emerging technologies.

More information about [International Advocacy and Diplomacy](#) can be found in the full plan.

Core responsibility 2: Trade and Investment

Planned spending: \$375,424,770

Planned human resources: 2,064

Departmental results:

- Canada helps to build and safeguard an open and inclusive rules-based global trading system
- Canadian exporters and innovators are successful in their international business development efforts
- Foreign direct investment is facilitated, expanded or retained

Global Affairs Canada will support Canadian interests through the facilitation of trade diversification, strengthening the rules-based trading system, and continuing Canada’s clean energy and digital transitions. Canada will engage in multilateral forums, especially through the G7 presidency, to foster strong, fair and climate-aware global economic growth.

More information about [Trade and Investment](#) can be found in the full plan.

Core responsibility 3: Development, Peace and Security Programming

Planned spending: \$4,979,923,384

Planned human resources: 1,201

Departmental results:

- Reduced suffering and increased human dignity in communities experiencing humanitarian crises
- Improved peace and security in countries and regions where Canada engages
- Improved physical, social and economic well-being for the poorest and most vulnerable, particularly for women and girls, in countries where Canada engages
- Enhanced empowerment and rights for women and girls in countries where Canada engages

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

Global Affairs Canada will continue to support poverty reduction in developing countries through health, education, economic growth, gender equality and food security initiatives and will contribute to international efforts to address other global challenges such as declining democracy and human rights, and climate change. The department will also support efforts to address violations of international human rights and humanitarian law, international conflict and security threats, irregular migration, and issues impacting stability and development in fragile states.

More information about [Development, Peace and Security Programming](#) can be found in the full plan.

Core responsibility 4: Help for Canadians Abroad

Planned spending: \$91,259,259

Planned human resources: 489

Departmental results:

- Canadians have timely access to information and services that keeps them safer abroad
- Canadians abroad receive timely and appropriate government services

Global Affairs Canada will work to strengthen consular and emergency management support as well as communication in times of crisis and growing consular demand, to bolster the safety of Canadians abroad.

More information about [Help for Canadians Abroad](#) can be found in the full plan.

Core responsibility 5: Support for Canada's Presence Abroad

Planned spending: \$1,401,936,266

Planned human resources: 4,719

Departmental results:

- Sound management and delivery of resources, infrastructure, and services enables Canada's presence abroad
- Personnel are safe, missions are more secure and government and partner assets and information are protected

Global Affairs Canada will protect the security and prosperity of Canadians abroad with plans to improve global infrastructure and services, to demonstrate sustainable results in greening international operations, and to ensure access to health care and other support for Canadian public servants and locally engaged staff working abroad.

More information about [Support for Canada's Presence Abroad](#) can be found in the full plan.

Global Affairs Canada's 2025-26 Departmental Plan

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From the Ministers



The Honourable
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Affairs



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In the coming year, Global Affairs Canada will work with Canadian and international partners to protect and advance Canada's interests in an increasingly complex world.

We will focus our efforts on the issues that most impact the security and prosperity of Canadians, working to strengthen Canada's economy, protect Canadians against international security threats, promote peace and stability and address global challenges such as poverty reduction, climate change and food insecurity. We will defend democracy and human rights.

Much of the planned work outlined in this report builds on Canada's long-standing efforts to build a more secure and prosperous world. We will launch several new priorities and engagements that will demand considerable effort this year.

Renewing Canada's relationship with the United States will be a critical priority in the year ahead. With a Team Canada approach, we will work tirelessly to protect and promote the interests of Canadian businesses, ensure supply-chain resilience and stand up for inclusive, rules-based trade.

Canada's tenure as G7 president in 2025 presents an opportunity to shape the global agenda and advance issues that impact all Canadians, such as international peace and security, global economic stability and growth and the digital transition.

This year, Canada will begin implementing its new Arctic Foreign Policy. We will also maintain momentum in advancing our Indo-Pacific Strategy, including through ongoing free trade agreement negotiations with the Association of Southeast Asian Nations and by implementing the trade agreement Canada has recently reached with Indonesia. Canada will also continue to build on its long-standing relationships with African countries and institutions through its first Africa Strategy.

Canada will continue to be a trusted and reliable humanitarian assistance and international development partner. We will work with partners to strengthen health systems in low- and middle-income countries by contributing to country-level initiatives, and through experienced global health partners.

Canada will implement the final year of its \$5.3-billion international climate-finance commitment and will continue to tackle the climate crisis at home and abroad by working with local communities to protect nature and biodiversity and deliver effective climate-change adaptation and mitigation strategies.

We will strengthen our efforts to provide Canadians abroad with effective consular services and with appropriate support during international emergencies. Global Affairs Canada will continue to provide timely advice to keep Canadian travellers safe and well informed.

Undoubtedly, Canada will face many challenges in the year ahead. To meet them with the courage and commitment that Canadians deserve, Global Affairs Canada is undergoing a significant transformation initiative. We are modernizing what the department does, how it does it and how it takes care of its team, including the country's network of diplomatic missions as they work to project global influence, defend Canada's national interests and provide quality services to Canadians abroad.

We are confident that the changes we will implement in the year ahead will help us become more agile in the face of emerging challenges and better-equipped to represent Canada's interests in our evolving world.

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- [Core responsibility 1: International Advocacy and Diplomacy](#)
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Core responsibility 1: International Advocacy and Diplomacy

In this section

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- [Quality of life impacts](#)
- [Indicators, results and targets](#)
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- [Planned resources to achieve results](#)
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Description

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

Quality of life impacts

This core responsibility contributes to the “Confidence in institutions” and “Indigenous self-determination” indicators in the “Good governance” domain of the [Quality of Life Framework for Canada](#).

Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for International Advocacy and Diplomacy. Details are presented by departmental result.

Table 1: Canada’s global influence is expanded and strengthened

Table 1 provides a summary of the target and actual results for each indicator associated with the results under International Advocacy and Diplomacy.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Ranking of Canada’s global presence as reflected by our participation in the global economy, our military presence and our people-to-people ties.	2021-22: 8 2022-23: 8 2023-24: 8	Between 5 and 8	March 31, 2026
Ranking of Canada’s reputation abroad as reported in global opinion polls.	2021-22: 2 2022-23: 3 2023-24: 3	Between 1 and 5	March 31, 2026

Table 2: Canada builds and maintains constructive relationships that advance Canada’s interests

Table 2 provides a summary of the target and actual results for each indicator associated with the results under International Advocacy and Diplomacy.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of advocacy campaigns which met their stated objectives.	2021-22: 80% 2022-23: 80% 2023-24: 100%	75%	March 31, 2026
Percentage of diplomatic activities which met their stated objectives.	2021-22: 76% 2022-23: 81% 2023-24: 81%	72%	March 31, 2026
Number of international commitments through which Canada works with partners to address peace and security challenges.	2021-22: 29 2022-23: 19 2023-24: 34	n/a ¹	n/a

Table 3: Canada’s leadership on global issues contributes to a just and inclusive world.

Table 3 provides a summary of the target and actual results for each indicator associated with the results under International Advocacy and Diplomacy.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of influencers and decision-makers reached through Canadian-hosted events, including events on women’s empowerment and rights and gender equality.	2021-22: n/a (new indicator) 2022-23: 43,671 2023-24: 45,562	24,500	March 31, 2026
Percentage of Canadian-led decisions introduced through international and regional organizations that are accepted.	2021-22: 100% 2022-23: 100% 2023-24: 100%	80%	March 31, 2026
Number of Canadians in leadership positions in international institutions.	2021-22: 20 2022-23: 28	20	March 31, 2026

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

Departmental Result Indicators	Actual Results	Target	Date to achieve target
	2023-24: 56		

Table 4: Canada helps build strong international institutions and respect for international law.

Table 4 provides a summary of the target and actual results for each indicator associated with the results under International Advocacy and Diplomacy.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of organizations of which Canada is a member, which receive a positive performance rating on any independent evaluation.	2021-22: 100% 2022-23: 100% 2023-24: 86%	75%	March 31, 2026
Degree to which Canadian positions on international legal issues are reflected in the outcome of discussions and negotiations, such as agreements, arrangements and resolutions.	2021-22: 85% 2022-23: 85% 2023-24: 85%	85%	March 31, 2026
Number of actions that are led or supported by Canada which support strengthened adherence to international law.	2021-22: 21,386 2022-23: 31,064 2023-24: 30,770	22,600	March 31, 2026

Additional information on the [detailed results and performance information](#) for Global Affairs Canada’s program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for International Advocacy and Diplomacy in 2025-26.

Canada’s global influence is expanded and strengthened

Results we plan to achieve

- Canadian leadership and influence are advanced through effective support to Canada’s G7 presidency, including hosting the Leaders’ Summit, convening ministerial and officials’ meetings throughout the year and undertaking outreach with international partners.
- Engagement in other multilateral and regional forums, such as the United Nations, the G20, the World Trade Organization (WTO), international financial institutions and NATO, to help to shape and improve the architecture for global cooperation and amplify Canadian priorities on the world stage.

- Enhanced international engagement on issues of strategic and economic importance to Canada, including through strengthened policy capacity at Global Affairs Canada headquarters and missions abroad.
- Close collaboration with key partners on issues critical to the safety, security and prosperity of Canadians, including countering authoritarianism; addressing economic-based threats to national security and geopolitically-motivated economic measures; protecting critical infrastructure; and safeguarding the rule of law.

Transformation

Global Affairs Canada is undertaking a transformation initiative to modernize the department and make it fit for purpose. A key part of this work includes investing in diplomatic capacity and improvements to the department's global presence. More details can be found in the [internal services](#) section.

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

Results we plan to achieve

- The foundation for a new economic and security relationship with the United States is established.
- Relationships with key allies and partners are measurably strengthened, while also engaging in pragmatic diplomacy to facilitate cooperation on areas of mutual interest and global importance.
- Enhanced Canadian presence, visibility and influence in the Indo-Pacific, including by advancing peace and security, trade and economic growth, people-to-people ties and sustainable development.
- Under the Arctic Foreign Policy launched in December 2024, early, meaningful and sustained engagement with territorial and provincial governments, Arctic and northern Indigenous governments and organizations and northerners is pursued.
- Efforts toward peace and security around the globe continue, including support to Ukraine; addressing the conflict between Israel and Hamas, in particular by responding to the devastating humanitarian situation in Gaza and supporting a process that brings peace and stability to the region; and addressing the crises in Haiti and Venezuela, including tackling irregular migration and promoting prosperity, security, democracy and human rights in their respective countries.
- Participation in multilateral forums to advance timely and meaningful international cooperation on issues including flagging emerging technology threats; sharing information on new policy approaches; and coordinating action on new export controls, such in the context of Russia's obstructionism at the Wassenaar Arrangement.

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

Results we plan to achieve

- Canada's human rights objectives are advanced by strengthening the international human rights system (including international courts and tribunals) and providing strong support for human

rights issues, including the rights of women and girls, Indigenous Peoples, 2SLGBTQI+ people, and persons with disabilities; freedom of religion or belief; and media freedom).

- Democratic principles are protected and furthered, including by scaling up the G7 Rapid Response Mechanism and progressing collective responses to foreign information manipulation and interference.
- Efforts to counter authoritarianism, corruption, transnational organized crime, terrorism and violent extremism are advanced in collaboration with partners and non-likeminded states through promoting counter-crime and terrorism approaches and building capacity and resilience against malign actors and transnational threats.
- Engagement and leadership in support of flagship programs such as the Elsie Initiative for Women in Peace Operations and the Vancouver Principles on Peacekeeping and the Prevention of the Recruitment and Use of Child Soldiers.
- As chair of the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee's Network on Gender Equality (Gendernet), Canada provides strong advocacy for gender equality in development cooperation and, as a member of the Alliance for Feminist Movements' Steering Group, champions increased support for women's rights organizations and feminist movements.

Canada helps build strong international institutions and respect for international law

Results we plan to achieve

- Compliance with international law is promoted in coordination and collaboration with allies and partners through continued efforts to pursue accountability for serious violations of international law, including by initiating or intervening in cases against Syria, Myanmar, Iran and Russia at the International Court of Justice.
- Continued leadership in the development and implementation of Canada's sanctions regime; using sanctions, when appropriate, in response to grave breaches of international peace and security, gross violations of human rights, and significant corruption, for example in Iran, Haiti, Venezuela and Myanmar and in the context of Russia's illegal invasion of Ukraine.
- Efforts are supported to strengthen the United Nations, including through the reform of the Security Council, to ensure that the organization remains fit-for-purpose and is better able and resourced to address current crises and future challenges.
- The development of international law is advanced to strengthen the rules-based international order and pursue accountability for serious violations, in coordination and collaboration with allies and partners. This includes efforts to broaden the coalition of States that endorse the Declaration Against Arbitrary Detention in State-to-State Relations, and efforts to continue to develop and implement collective response and deterrence mechanisms to increase the costs of using arbitrary detentions for diplomatic leverage.
- Global Affairs Canada makes meaningful contributions to uphold and strengthen the international non-proliferation and disarmament architecture.

Planned resources to achieve results

Table 5: Planned resources to achieve results for International Advocacy and Diplomacy

Table 5 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$1,167,720,957
Full-time equivalents	2,806

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

Related government priorities

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

More information on Global Affairs Canada's contributions to Canada's Federal Implementation Plan for the 2030 Agenda and the Federal Sustainable Development Strategy can be found in [the Departmental Sustainable Development Strategy](#).

Program inventory

International Advocacy and Diplomacy is supported by the following programs:

- International Strategy and Engagement
- International Security

Additional information related to the program inventory for International Advocacy and Diplomacy is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year

- As part of the department's Transformation Implementation Plan, the program inventory was reviewed and revised to better align to the reorganized department; as such, the 11 previous programs have been reorganized into 2 new programs.

Core responsibility 2: Trade and Investment

In this section

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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.

Quality of life impacts

This core responsibility contributes to the “Firm growth,” “GDP per capita” and other indicators in the “Prosperity” domain of the [Quality of Life Framework for Canada](#).

Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for Trade and Investment. Details are presented by departmental result.

Table 6: Canada helps to build and safeguard an open and inclusive rules-based trading system

Table 6 provides a summary of the target and actual results for each indicator associated with the results under Trade and Investment.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Degree to which Canada opens markets and advances trade policy innovations through negotiations, agreements and discussions.	2021-22: 4 2022-23: 4 2023-24: 4	4 (on a 1–5 scale)	March 31, 2026
Degree to which Canada works to resolve or mitigate market access barriers, disputes or other strategic policy issues.	2021-22: 4 2022-23: 4 2023-24: 4	4 (on a 1–5 scale)	March 31, 2026
Percentage of applications for permits and certificates related to trade controls processed in accordance with service standards.	2021-22: 99% 2022-23: 99% 2023-24: 99%	90%	March 31, 2026

Table 7: Canadian exporters and innovators are successful in their international business development efforts.

Table 7 provides a summary of the target and actual results for each indicator associated with the results under Trade and Investment.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of clients indicating satisfaction with the quality of services delivered by the Trade Commissioner Service.	2021-22: 92% 2022-23: 92% 2023-24: 92%	90%	March 31, 2026
Number of business clients served by the Trade Commissioner Service.	2021-22: n/a (new indicator) 2022-23: n/a (new indicator) 2023-24: 10,893	11,000	March 31, 2026
Value of exports to overseas markets.	2021-22: \$216.6 billion (in 2021) 2022-23: \$257 billion (in 2022) 2023-24: \$269 billion (in 2023)	\$292 billion (50% increase from 2017)	December 31, 2026
Number of concluded commercial agreements facilitated by the Trade Commissioner Service.	2021-22: 1,372 2022-23: 1,374 2023-24: 1,474	1,250	March 31, 2026
Number of international research and innovation partnerships facilitated by the Trade Commissioner Service.	2021-22: 147 2022-23: 175 2023-24: 184	170	March 31, 2026

Table 8: Foreign direct investment is facilitated, expanded or retained.

Table 8 provides a summary of the target and actual results for each indicator associated with the results under Trade and Investment.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of new foreign investments and expansions of existing foreign investments in	2021-22: 120 2022-23: 157	130	March 31, 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Canada facilitated by the Trade Commissioner Service.	2023-24: 134		
Number of investor visits to Canada facilitated by the Trade Commissioner Service.	2021-22: 115 2022-23: 206 2023-24: 142	170	March 31, 2026

Additional information on the [detailed results and performance information](#) for Global Affairs Canada’s program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Trade and Investment in 2025-26.

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

Results we plan to achieve

- Canada’s trade relationship with the United States is redefined and focused on outcomes that are mutually beneficial for both countries.
- Collaboration with reliable trading partners and allies around the world is strengthened.
- A focused economic agenda that supports Canadian interests and generates jobs and growth in Canada and beyond. This includes advancing generational fairness through clean energy and digital transitions, and building bridges with emerging markets and developing countries.
- Canada contributes to safeguarding the multilateral rules-based trading system, including through the WTO.
- Engagement within multilateral forums such as the WTO, G20, OECD, Asia-Pacific Economic Cooperation, and the G7 through Canada’s presidency, to foster global economic growth, combat unfair trade practices, address environmental issues and forced labour, and promote the resilience of global supply chains.
- Critical trade partnerships are enhanced via continued implementation and stewardship of existing trade agreements, such as the Canada-United States-Mexico Agreement (CUSMA), the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the Canada-European Union Comprehensive Economic and Trade Agreement.
- Canada’s participation in the upcoming CUSMA review supports strong North American trading relationships.
- Efforts are made to diversify and build more inclusive trade and advance Canada’s export diversification strategy, including by:
 - Building stronger trade and investment connections with fast-growing economies, such those as in the Indo-Pacific region and Ecuador.

- Expanding and growing the CPTPP; advancing free trade negotiations with the Association of Southeast Asian Nations and exploratory discussions with the Philippines; and implementing a concluded agreement with Indonesia.
- Negotiating of Foreign Investment Promotion and Protection Agreements and Air Transport Agreements in Africa.

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

Results we plan to achieve

- Export diversification is increased through the delivery of services, funding and activities, primarily via the Trade Commissioner Service, to develop new markets for all Canadian businesses and foster more inclusive trade that benefits all segments of Canadian society.
- Exports to the Indo-Pacific region are expanded through trade missions and other promotional activities to connect Canadian and Indo-Pacific businesses.
- Doors are opened for Canadian companies seeking to expand trade or grow their businesses through minister-led trade missions outside of the Indo-Pacific region.
- The Canadian economy is strengthened by supporting: Canada’s science, technology and innovation ecosystem and the ongoing administration of Canada’s research security policies; strategic promotion of Canadian educational institutions; and Canadian companies to adopt responsible business conduct practices.

Foreign direct investment is facilitated, expanded or retained

Results we plan to achieve

- Foreign investor knowledge of and interest in Canada is increased.
- Programming, services and support is provided to foreign investors.
- The ongoing administration of the Investment Canada Act is supported.

Planned resources to achieve results

Table 9: Planned resources to achieve results for Trade and Investment

Table 9 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$375,424,770
Full-time equivalents	2,064

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

Related government priorities

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

More information on Global Affairs Canada's contributions to Canada's Federal Implementation Plan for the 2030 Agenda and the Federal Sustainable Development Strategy can be found in the [Departmental Sustainable Development Strategy](#).

Program inventory

Trade and Investment is supported by the following programs:

- Trade Policy and Negotiations
- International Business Development, Investment Attraction and Innovation Support

Additional information related to the program inventory for Trade and Investment is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year

- As part of the department's Transformation Implementation Plan, the program inventory was reviewed and revised to better align to the reorganized department; as such, the 8 previous programs have been reorganized into 2 new programs.

Core responsibility 3: Development, Peace and Security Programming

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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.

Quality of life impacts

This core responsibility contributes to the “Life satisfaction” and “Sense of meaning and purpose” indicators in the “Life satisfaction and sense of meaning and purpose” domain, and the “Sense of pride/belonging in Canada” and “Positive perceptions of diversity” indicators in the “Society” domain of the [Quality of Life Framework for Canada](#).

Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for Development, Peace and Security Programming. Details are presented by departmental result.

Table 10: Reduced suffering and increased human dignity in communities experiencing humanitarian crises

Table 10 provides a summary of the target and actual results for each indicator associated with the results under Development, Peace and Security Programming.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of beneficiaries that receive emergency food and nutrition assistance in relation to need and in consideration of international response.	2021-22: 128.2 million 2022-23: 160 million 2023-24: 152 million (80.1 million women including 43.4 million girls and 71.9 million men including 42.7 million boys)	n/a ²	n/a
Number of refugees and internally displaced persons assisted and protected.	2021-22: 21.3 million refugees and 51.3 million IDPs 2022-23: 29.4 million refugees and 57.3 million IDPs 2023-24: 31.6 million refugees and 63.2 million IDPs	n/a ³	n/a
Number of people who have received sexual and reproductive health services, including access to contraception, through a	2021-22: 391,318 2022-23: 392,498 2023-24: 377,932	n/a ³	n/a

² 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.

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.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
humanitarian response delivered by Civil Society Organizations.	(268,574 women and 109,358 men)		

Table 11: Improved peace and security in countries and regions where Canada engages

Table 11 provides a summary of the target and actual results for each indicator associated with the results under Development, Peace and Security Programming.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of international assistance that targets fragile and conflict-affected states.	2021-22: 49% 2022-23: 48% 2023-24: 71%	n/a ⁴	n/a
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.	2021-22: 255 2022-23: 252 2023-24: 1,839	n/a ⁵	n/a
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.	2021-22: \$202.4 million 2022-23: \$193.7 million 2023-24: \$191.3 million	n/a ⁶	n/a

⁴ Canada has not committed to a formal target for assistance to fragile and conflict-affected states.

⁵ “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 and baseline have not been set.

⁶ The amount of international assistance funds to be invested annually in efforts to investigate and prosecute crimes committed in situations of violent conflict depends on the needs to support these processes at national and international levels. Canada has not set a formal target for this type of investment.

Table 12: Improved physical, social and economic well-being for the poorest and most vulnerable, particularly for women and girls, in countries where Canada engages

Table 12 provides a summary of the target and actual results for each indicator associated with the results under Development, Peace and Security Programming.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of people trained in demand-driven technical and vocational education and training.	<p>2021-22: 20,573 (15,540 women and 5,033 men)</p> <p>2022-23: 51,076 (30,719 women, 9,370 men and 10,987 gender not indicated)</p> <p>2023-24: 29,160 (18,251 women, 6,342 men, and 4,567 not indicated)</p>	2 million	March 31, 2026
Number of people reached with nutrition-specific interventions.	<p>2021-22: 3,957 (1,301 girls and 2,656 boys) under 5 screened and treated for severe acute malnutrition; 167,614,174 children received 2 doses of vitamin A</p> <p>2022-23: 3,371 (1,584 girls and 1,787 boys) under 5 screened and treated for severe acute malnutrition; 174,472,756 children received 2 doses of vitamin A</p> <p>2023-24: 156,930,188 children under 5 received vitamin A supplementation</p>	150 million	March 31, 2026
Number of entrepreneurs, farmers and smallholders provided with financial and/or business development services through GAC-funded projects.	<p>2021-22: 6,791,753 (2,797,582 women, 3,510,308 men and 483,863 gender not indicated)</p> <p>2022-23: 6,182,767 (2,706,925 women, 3,435,046 men and</p>	2 million	March 31, 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
	40,796 gender not indicated) 2023-24: 7,356,296 (3,489,792 women, 3,685,732 men and 180,772 gender not indicated)		
Number of individuals with an enhanced awareness, knowledge or skills to promote women’s participation and leadership in public life.	2021-22: 231,182 (173,023 women, 26,626 men and 31,533 gender not indicated) 2022-23: 102,047 (90,109 women, 10,731 men and 1,207 gender not indicated) 2023-24: 88,591 (77,743 women, 4,421 men and 6,427 gender not indicated)	30,000	March 31, 2026
Number of beneficiaries (m/f) from climate adaptation projects supported by GAC.	2021-22: 2,772,525 (1,624,576 women, 1,134,240 men and 13,709 gender not indicated) 2022-23: 4,808,548 (2,858,925 women, 1,909,471 men and 40,152 gender not indicated) 2023-24: 1,177,966 (89,899 women, 42,052 men and 1,046,015 gender not indicated)	At least 10 million ⁷	2050

⁷ This is a cumulative target that aligns to the Government of Canada \$5.3 billion climate finance commitment.

Table 13: Enhanced empowerment and rights for women and girls in countries where Canada engages

Table 13 provides a summary of the target and actual results for each indicator associated with the results under Development, Peace and Security Programming.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
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.	2021-22: n/a (new indicator) 2022-23: 34,973,510 (18,028,225 women, 8,907,019 men and 8,038,266 gender not indicated) 2023-24: 40,969,344 (19,447,417 women, 15,614,261 men and 5,907,666 gender not indicated)	42 million	March 31, 2026
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	2021-22: 1,802 2022-23: 2,937 2023-24: 3,054	2,500	March 31, 2026

Table 14: Canada's international assistance is made more effective by leveraging diverse partnerships, innovation, and experimentation

Table 14 provides a summary of the target and actual results for each indicator associated with the results under Development, Peace and Security Programming.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of new partners that receive GAC support for programming in the delivery of international assistance, disaggregated by type.	2021-22: 55 total: 9 civil society (Canadian) 34 civil society (international) 1 government (Canadian) 4 multilateral (non-core)	52	March 31, 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
	1 private sector (Canadian) 6 private sector (international) 2022-23: 35 Total: 5 civil society (Canadian) 19 civil society (international) 1 government (Canadian) 0 government (foreign) 1 multilateral (core) 3 multilateral (non-core) 2 private sector (Canadian) 4 private sector (foreign) 2023-24: 55 Total: 12 civil society (Canadian) 29 civil society (foreign) 2 government (foreign) 2 multilateral (core) 4 multilateral (non-core) 1 private sector (Canadian) 5 private sector (foreign)		
Percentage of initiatives implementing innovative solutions in the delivery of international assistance.	2021-22: n/a (new indicator) 2022-23: 6.8% 2023-24: 1%	3%	March 31, 2026

Additional information on the [detailed results and performance information](#) for Global Affairs Canada's program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Development, Peace and Security Programming in 2025-26.

Reduced suffering and increased human dignity in communities experiencing humanitarian crises

Results we plan to achieve

- Life-saving needs arising from conflict and natural disasters are addressed by providing timely, principled and needs-based humanitarian assistance through the established systems of the United Nations, Canadian and international non-governmental organizations, and International Red Cross and Red Crescent Movement partners.
- Efforts are made to strengthen the humanitarian system to be more effective, efficient, inclusive and accountable through engagement in global policy forums and in the governance mechanisms of key humanitarian UN partners, including in the context of Canada's World Food Programme Executive Board presidency.
- Violations of international humanitarian law are addressed through support to humanitarian diplomacy and advocacy efforts for the protection of civilians in conflict, with a view to safeguard the space for neutral and impartial humanitarian action.

Improved peace and security in countries and regions where Canada engages

Results we plan to achieve

- Efforts are made to address geopolitical crises, insecurity and state fragility through peace and stabilization programming in conflict-affected areas, including in the Middle East, Africa, Ukraine and Haiti. Capacity-building within the UN peace and security architecture is supported with a focus on peace operations and peacebuilding.
- Actions are taken to counter threats to democracy and governance and foster partnerships domestically and internationally through multilateral mechanisms that advance democratic resilience programming.
- Progress is made to reduce threats posed by chemical, biological, radiological, and nuclear weapons and materials globally; leverage Canada's role as chair of the G7-led Global Partnership Against the Spread of Weapons and Materials of Mass Destruction to bolster donor coordination and resource mobilization, and expand engagement with partners in the southern hemisphere; and strengthen universalization and implementation of conventional weapons treaties.
- Security threats from transnational organized crime and terrorism are addressed with a particular focus on the Indo-Pacific region, Latin America and the Caribbean, the Middle East and Africa, through capacity-building programming implemented by international partners and Canadian security departments.

- The 2023-2029 National Action Plan on Women, Peace and Security is further implemented, including through Canada's Elsie Initiative and support to women peacebuilders.

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

Results we plan to achieve

- Canada's health and nutrition programming prevents and combats infectious disease, improves nutrition and strengthens health systems.
- Developing countries are aided in their transition to low-carbon, climate-resilient, and nature-positive sustainable development. As well, efforts are made to halt and reverse biodiversity loss, including through addressing land- and sea-use change, the overexploitation of species, the proliferation of invasive alien species, and pollution.
- Greater access to inclusive, equitable and quality education and skills development for the world's most marginalized is supported.
- Food insecurity and malnutrition in all its forms is reduced and the resilience of agriculture and food systems is strengthened.
- Migration and irregular migration issues as they relate to food security, education, health care and other essential needs will be addressed.
- Democratic values will be advanced through programming that supports peaceful pluralism and respect for diversity, human rights and equality before the law.

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

Results we plan to achieve

- Women leaders and grassroots women's rights organizations are supported to promote peace and protect the rights of women and vulnerable groups.
- Advocacy and support for the issue of gender inequalities in unpaid and paid care work in low and middle-income countries.

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

Results we plan to achieve

- The way the department manages and delivers international development assistance is improved to ensure greater responsiveness, effectiveness, transparency and accountability through the department's Grants and Contributions Transformation Initiative.
- Inclusive innovative and blended finance investments for international assistance will be advanced through diverse partnerships, including through a renewed International Assistance Innovation Program.

- Implement GAC’s Public Engagement Results Framework aimed at enhancing public participation in international assistance. This will include strategic engagement with Canadians and Canadian organizations and the development of strengthened and new tools to improve the tracking and reporting of Canadian public engagement in international assistance.

Planned resources to achieve results

Table 15: Planned resources to achieve results for Development, Peace and Security Programming

Table 15 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$4,979,923,384
Full-time equivalents	1,201

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

Related government priorities

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

More information on Global Affairs Canada’s contributions to Canada’s Federal Implementation Plan for the 2030 Agenda and the Federal Sustainable Development Strategy can be found in the [Departmental Sustainable Development Strategy](#).

Program inventory

Development, Peace and Security Programming is supported by the following program:

- Development, Humanitarian, and Peace and Security Programming

Additional information related to the program inventory for Development, Peace and Security Programming is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year

- As part of the department’s Transformation Implementation Plan, the program inventory was reviewed and revised to better align to the reorganized department; as such, the 14 previous programs have been reorganized into 1 new program.

Core responsibility 4: Help for Canadians Abroad

In this section

- [Description](#)
- [Quality of life impacts](#)

- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

Description

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

Quality of life impacts

This core responsibility contributes to the “Personal safety,” “Canada’s place in the world” and “Access to fair and equal justice” indicators in the “Good governance” domain of the [Quality of Life Framework for Canada](#).

Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for Help for Canadians Abroad. Details are presented by departmental result.

Table 16: Canadians have timely access to information and services that keeps them safer abroad

Table 16 provides a summary of the target and actual results for each indicator associated with the results under Help for Canadians Abroad.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of Canadians who use the department’s travel outreach products, including digital initiatives.	<p>2021-22: 339% increase in page views (116,390,155 visits); 21.31% increase in social media followers (621,697)</p> <p>2022-23: 44% decrease in page views (65,658,745 visits); 6.17% increase in social media followers (662,250)</p> <p>2023-24: 56% decrease in annual visits (28,689,181</p>	<p>5% increase in annual unique page views of Travel.gc.ca</p> <p>2% increase in social media followers</p>	March 31st, 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
	visits); 4.40% increase in social media followers (691,358)		
Percentage of consular cases actioned within the established service standards.	<p>2021–22: 96% initial response within 1 business day for consular cases; 93% within 1 month of detention; 89% within 1 month of sentencing; 100% within 3 months after transfer; 92% annually</p> <p>2022–23: 97% initial response within 1 business day for consular cases; 96% within 1 month of detention; 90% within 1 month of sentencing; 97% within 3 months after transfer; 90% annually</p> <p>2023–24: 96% initial response within 1 business day for consular cases; 97% within 1 month of detention; 95% within 1 month of sentencing; 95% within 3 months after transfer; 94% annually</p>	90%	March 31st, 2026
Number of Canadians who have been assisted through the 24/7 Emergency Watch and Response Centre.	<p>2021-22: 73,834 calls handled;</p> <p>32,530 emails handled;</p> <p>11,457 live chats;</p> <p>2,849 text messages</p> <p>2022-23: 85,981 calls handled; 80,725 emails handled; 20,262 live chats;</p>	n/a ⁸	n/a

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

Departmental Result Indicators	Actual Results	Target	Date to achieve target
	6,724 other communications (SMS, WhatsApp, Telegram); 2,137 cases managed 2023-24: 84,455 calls handled; 123,654 emails handled; 19,515 live chats; 14,695 other communications (SMS, WhatsApp, Telegram, Signal); 2,417 Cases managed		
Number of employees trained to respond to a crisis.	2021-22: 1,406 employees trained; 36 exercises completed 2022-23: 2,085 employees trained; 66 exercises completed 2023-24: 2,096 employees trained; 60 exercises completed	1,000	March 31 st , 2026

Table 17: Canadians abroad receive timely and appropriate government services

Table 17 provides a summary of the target and actual results for each indicator associated with the results under Help for Canadians Abroad.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of Canadian clients who expressed satisfaction with the service(s) received.	2021-22: 91% 2022-23: 91% 2023-24: 93%	90%	March 31 st , 2026
Percentage of services that met the established service standards.	2021-22: Passports Regular: 94% Temporary: 99% Emergency: 97% Citizenship: n/a Specialized services Private financial services: 89%	90%	March 31 st , 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
	Notarial services: 100% 2022-23: Passports Regular: 94% Temporary: 99% Emergency: 98% Citizenship: n/a 2023-24: Passports Regular: 95% Temporary: 99% Emergency: 99% Citizenship: n/a Specialized services Private financial services: 93% Notarial services: 100%		

Additional information on the [detailed results and performance information](#) for Global Affairs Canada’s program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Help for Canadians Abroad in 2025-26.

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

Results we plan to achieve

- The department’s readiness to address crises as they emerge will be improved by strengthening organizational agility, including capacity to quickly mobilize personnel at HQ and at mission who are knowledgeable and trained on consular and crisis management.
- Information, advice, consular services and emergency assistance are provided to Canadians prior to travelling and while outside of Canada through travel.gc.ca and the 24/7 Emergency Watch and Response Centre.
- Online travel advice and advisories webpages meet or exceed the standards of the Government of Canada Web Content Accessibility Guidelines.
- Efforts are made to expand the coalition of states supporting Canada’s arbitrary detention initiative and launch, publicize and implement the final report from the Independent Panel on Arbitrary Detention, which is expected in June 2025.

Canadians abroad receive timely and appropriate government services.

Results we plan to achieve

- High-quality consular and emergency management services are provided to Canadians working, studying, volunteering or travelling abroad, including those in potentially vulnerable situations, such as women, children and members of the Indigenous and 2SLGBTQI+ communities.
- Gaps between readiness and response are reduced through the maintenance of a more accountable and resilient program across the network at headquarters and abroad and enhanced employee resources to support the delivery of client-focused consular services.
- Consular case management capacity in Canada and across the mission network is strengthened to ensure access to consular services by Canadians.

Planned resources to achieve results

Table 18: Planned resources to achieve results for Help for Canadians Abroad

Table 18 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$91,259,259
Full-time equivalents	489

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

Related government priorities

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

More information on Global Affairs Canada's contributions to Canada's Federal Implementation Plan for the 2030 Agenda and the Federal Sustainable Development Strategy can be found in the [Departmental Sustainable Development Strategy](#).

Program inventory

Help for Canadians Abroad is supported by the following program:

- Emergency Management, Consular Assistance and Services to Canadians Abroad

Additional information related to the program inventory for Help for Canadians Abroad is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year

- As part of the department's Transformation Implementation Plan, the program inventory was reviewed and revised to better align to the reorganized department; as such, the 2 previous programs have been reorganized into 1 new program.

Core responsibility 5: Support for Canada’s Presence Abroad

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

Description

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

Quality of life impacts

This core responsibility contributes to the “Canada’s place in the world” indicators in the “Good governance” domain of the [Quality of Life Framework for Canada](#).

Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for Support for Canada’s Presence Abroad. Details are presented by departmental result.

Table 19: Sound management and delivery of resources, infrastructure and services enables Canada’s presence abroad

Table 19 provides a summary of the target and actual results for each indicator associated with the results under Support for Canada’s Presence Abroad.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of partner organizations indicating the resources, infrastructure, and services provided abroad meet their needs.	2021-22: 74% 2022-23: 76% 2023-24: 73%	75%	March 31 st , 2026
Percentage of the replacement value of the department’s real	2021-22: 2.5%	2%	March 31 st , 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
property portfolio spent on repairs, maintenance and recapitalization.	2022-23: 1.6% 2023-24: 1%		
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.	2021-22: 90% 2022-23: 85% 2023-24: 82%	85%	March 31 st , 2026

Table 20: Personnel are safe, missions are more secure and government and partner assets and information are protected

Table 20 provides a summary of the target and actual results for each indicator associated with the results under Support for Canada’s Presence Abroad.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Proportion of security risk mitigation measures that address the priority risks identified in the Departmental Security Plan that are implemented.	2021-22: 69% 2022-23: 71% 2023-24: 69%	75%	March 31 st , 2026

Additional information on the [detailed results and performance information](#) for Global Affairs Canada’s program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Support for Canada’s Presence Abroad in 2025-26.

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

Results we plan to achieve

- The department continues efforts to modernize benefits for its Locally Engaged Staff (LES), who make up a sizeable portion of GAC’s employee compliment. This will help to increase Canada’s competitiveness as an employer of choice for skilled staff around the world.
- The new 2025-30 Management Consular Officers Workforce Strategy begins implementation to better recruit, retain, and develop a diverse workforce to meet global challenges.

- New Foreign Service Directives (the allowances, benefits and conditions of employment for GoC employees on assignment outside of Canada) are implemented, to make the directives more straightforward to administer and allowing for more modern interpretation of the directives.
- Canada's diverse presence in missions is well supported through enhancements to systems to provide faster, reliable, secure infrastructure and modernizing digital systems, solutions and tools. Part of the department's Transformation Implementation Plan, these changes will improve service to Canadians through a seamless experience for employees.
- The delivery of human resources, security, information management and other support services at missions is streamlined and made more efficient.
- The department is better able to align its mission presence abroad with Canada's interests through enhanced data, tools and governance.
- The department's Sustainable Development Strategic Framework for Canada's Missions continues to be implemented, with objectives that include climate change risk assessments and green building certifications at mission and the use of net-zero emissions vehicles and construction techniques and products.
- Green procurement is advanced, where possible, when contracting for products, projects and services including for vehicles, property and facility management.

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

Results we plan to achieve

- Access to health care and other supports for Canadians and LES working abroad is enabled, in alignment with the Transformation Implementation Plan.
- Ensure the access and integrity of classified networks at missions abroad.
- The department's cyber security posture and resiliency is strengthened to protect Canada's people, information and infrastructure abroad.
- GAC's three-year Departmental Security Investment Plan continues to be implemented to ensure funding is allocated to top priority initiatives based on risk and vulnerability assessments to mitigate the most pressing threats at missions.
- The 10-year Duty of Care initiative to improve infrastructure, readiness, and information security at missions continues to be advanced through the implementation of security measures.

Planned resources to achieve results

Table 21: Planned resources to achieve results for Support for Canada’s Presence Abroad

Table 21 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$1,401,936,266
Full-time equivalents	4,719

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

Related government priorities

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

More information on Global Affairs Canada’s contributions to Canada’s Federal Implementation Plan for the 2030 Agenda and the Federal Sustainable Development Strategy can be found in the [Departmental Sustainable Development Strategy](#).

Program inventory

Support for Canada’s Presence Abroad is supported by the following programs:

- International Platform
- People at missions

Additional information related to the program inventory for Support for Canada’s Presence Abroad is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year

- As part of the department’s Transformation Implementation Plan, the program inventory was reviewed and revised to better align to the reorganized department; as such, the 8 previous programs have been reorganized into 2 new programs.

Internal services

In this section

- [Description](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

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

Plans to achieve results

This section presents details on how the department plans to achieve results and meet targets for internal services.

Departmental Transformation

- GAC, guided by its Transformation Implementation Plan (TIP), will continue to advance a multi-year organizational transformation to ensure that it is well equipped to serve Canadians in meeting the global challenges of today and the future.
- The department will focus on key deliverables under the 5 core pillars of the TIP in 2025-26 that build on initial efforts, including:
 1. Our organizational culture: implementing phase 2 of organizational restructuring, which focuses on the consolidation of corporate services; improving organizational agility through better and timely resource reallocation to respond to merging priorities and pressures; and strengthening knowledge networks across the organization.
 2. Our people: better empowering heads of mission and strengthening organizational surge capacities.
 3. Our global presence: deploying governance and data tools to enable the adjustment of Canada's footprint abroad where and when needed to better align with our interests.
 4. Our policy: amplifying the external outreach and engagement efforts spearheaded by the department's Open Insights Hub, which aims to connect the department's policy development to experts and partners, and improving the department's capacity to lead

and sustain whole-of-government responses to complex and protracted geopolitical crises.

5. Our processes and tools: breaking down silos while reducing bureaucratic burdens.

Enterprise Risk Management

- To better support the advancement of its priorities in 2025-26, GAC 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 Enterprise Risk Profile (2024-2026) identifies specific pressures associated with the department’s unique mandate and geographically dispersed operations.
- For 2024-26 these include:
 - health and well-being related to workload and constant change;
 - resource reallocation related to policy, programs and service delivery;
 - staffing and retention;
 - cyber/digital security and resilience;
 - IT infrastructure;
 - sustainability of real property assets abroad.
- To enhance support for the mitigation of these risks, the top enterprise risks will be tracked closely by senior governance committees in 2025-26.

Planned resources to achieve results

Table 22: Planned resources to achieve results for internal services this year

Table 22 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$420,825,439
Full-time equivalents	1,956

[Complete financial](#) and [human resources information](#) for Global Affairs Canada’s program inventory is available on GC InfoBase.

Planning for contracts awarded to Indigenous businesses

Global Affairs Canada remains committed to achieving its target on contracts awarded to Indigenous businesses. The department will continue to organize information sessions related to Indigenous

businesses in collaboration with Indigenous Services Canada. These sessions will be offered to GAC business owners/project authority and contracting authority.

Quarterly, GAC will broadcast via Intranet the importance of:

- meeting or exceeding the 5% target of departmental contracts awarded to Indigenous businesses
- fund center managers allocating at least 5% of their fiscal procurement budget toward procurement from Indigenous businesses
- engaging procurement officers as early as possible in planning to discuss Indigenous opportunities
- using the Indigenous Business Directory to conduct market research and assess the capacity of Indigenous businesses, in collaboration with procurement officers
- using the Procurement Strategy for Indigenous Business, where market and capacity exist, for both low-dollar value procurements and larger ones for domestic procurement
- including Indigenous suppliers, when possible, in all traditional (invitational) tenders

Table 23: Percentage of contracts planned and awarded to Indigenous businesses

Table 23 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2023-24 Actual Result	2024-25 Forecasted Result	2025-26 Planned Result
Total percentage of contracts with Indigenous businesses	GAC awarded 4.75% of the total value of all contracts to Indigenous businesses and GAC was in phase 2 of this implementation	5%	5%

Planned spending and human resources

This section provides an overview of Global Affairs Canada’s planned spending and human resources for the next three fiscal years and compares planned spending for 2025-26 with actual spending from previous years.

In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

This section presents an overview of the department's planned expenditures from 2022-23 to 2027-28.

Budgetary performance summary

Table 24: Three-year spending summary for core responsibilities and internal services (dollars)

Table 24 presents how much money Global Affairs Canada spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022-2023 Actual Expenditures	2023-24 Actual Expenditures	2024-2025 Forecast Spending
International Advocacy and Diplomacy	\$930,552,287	\$1,006,668,770	\$888,755,022
Trade and Investment	\$362,397,111	\$380,255,841	\$428,299,099
Development, Peace and Security Programming	\$6,411,859,950	\$5,368,772,391	\$5,652,301,996
Help for Canadians Abroad	\$59,037,704	\$85,977,299	\$80,984,604
Support for Canada's Presence Abroad	\$1,143,526,320	\$1,229,035,508	\$1,294,027,840
Subtotal	\$8,907,373,372	\$8,070,709,809	\$8,344,368,561
Internal services	\$346,830,255	\$387,369,490	\$409,251,261
Total	\$9,254,203,627	\$8,458,079,299	\$8,753,619,822

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 25: Planned three-year spending on core responsibilities and internal services (dollars)

Table 25 presents how much money Global Affairs Canada's plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and Internal services	2025-26 Planned Spending	2026-27 Planned Spending	2027-28 Planned Spending
International Advocacy and Diplomacy	\$1,167,720,957	\$1,029,989,714	\$1,029,959,720

Core responsibilities and Internal services	2025-26 Planned Spending	2026-27 Planned Spending	2027-28 Planned Spending
Trade and Investment	\$375,424,770	\$373,861,611	\$368,594,358
Development, Peace and Security Programming	\$4,979,923,384	\$4,261,286,042	\$4,238,818,978
Help for Canadians Abroad	\$91,259,259	\$89,288,878	\$89,247,506
Support for Canada's presence Abroad	\$1,401,936,266	\$1,358,103,731	\$1,314,076,409
Subtotal	\$8,016,264,636	\$7,112,529,976	\$7,040,696,971
Internal services	\$420,825,439	\$413,720,225	\$413,546,952
Total	\$8,437,090,075	\$7,526,250,201	\$7,454,243,923

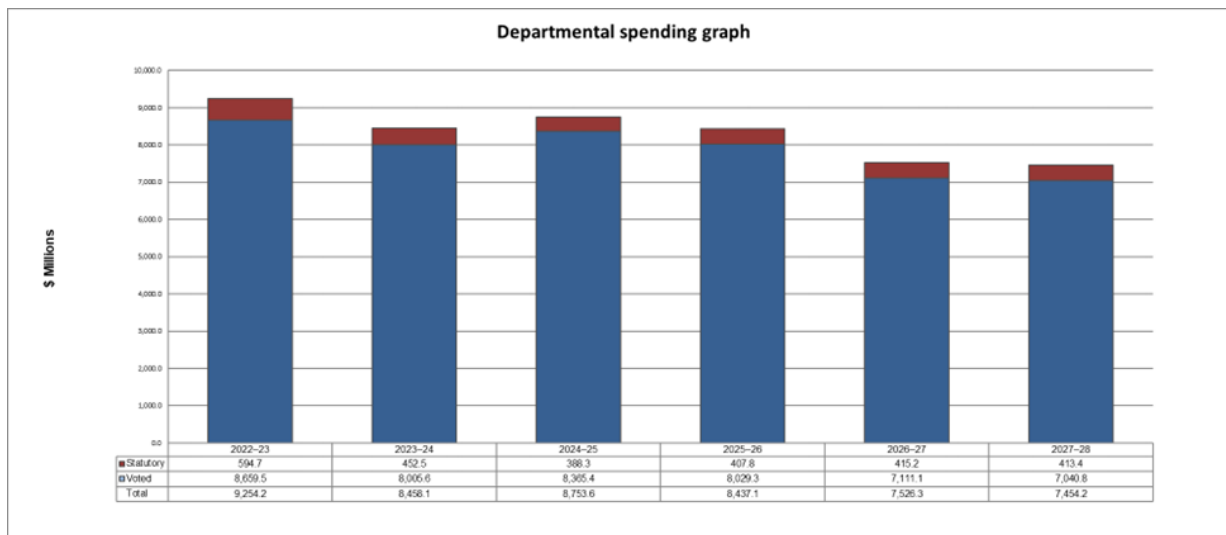
More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.



Text description of graph 1

Fiscal year	Total	Voted	Statutory
2022-23	\$9,254.2 M	\$8,659.5 M	\$594.7 M
2023-24	\$8,458.1 M	\$8,005.6 M	\$452.5 M
2024-25	\$8,753.6 M	\$8,365.4 M	\$388.3 M
2025-26	\$8,437.1 M	\$8,029.3 M	\$407.8 M
2026-27	\$7,526.3 M	\$7,111.1 M	\$415.2 M
2027-28	\$7,454.2 M	\$7,040.8 M	\$413.4 M

Analysis of statutory and voted funding over a six-year period

From 2024-25 to 2027-28, Global Affairs Canada's spending profile varies from \$8.75 billion in 2024-25 to \$7.45 billion in 2027-28.

Significant items contributing to the decrease of \$1.3 billion include the following:

- \$645.2 million for Canada's international climate finance and biodiversity programs will end on March 31, 2026;
- \$240 million for the Climate Change Fund will end on March 31, 2026;
- \$186 million for the ongoing implementation of Canada's 2021-26 international climate finance commitment will end on March 31, 2026;
- \$150 million for additional international humanitarian assistance priorities will end on March 31, 2026; and
- \$116.9 million return to the fiscal framework for Canada's International Assistance Innovation Program.

For further information on Global Affairs Canada’s departmental appropriations, consult the [2025-26 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Global Affairs Canada’s operations for 2024-25 to 2025-26.

Table 26: Future-oriented condensed statement of operations for the year ended March 31, 2026 (in thousands of dollars)

Table 26 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024-25 to 2025-26. 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.

Financial information	2024-25 Forecast results	2025-26 Planned results	Difference (planned results minus forecasted)
Total expenses	7,933,231	8,189,146	255,915
Total revenues	70,550	74,077	3,527
Net cost of operations before government funding and transfers	7,862,681	8,115,069	252,388

Analysis of forecasted and planned results

The increase of \$252 million is mainly explained by an increase in funding of grants and contributions to support several different programs.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2025-26](#), including a reconciliation of the net cost of operations with the requested authorities, is available on Global Affairs Canada’s website.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2022-23 to 2027-28.

Table 27: Actual human resources for core responsibilities and internal services

Table 27 shows a summary of human resources, in full-time equivalents, for Global Affairs Canada’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2022-23 Actual full-time equivalents	2023-24 Actual full-time equivalents	2024-25 Forecasted full-time equivalents
International Advocacy and Diplomacy	2,447	2,465	2,696
Trade and Investment	2,069	2,149	2,193
Development, Peace and Security Programming	1,137	1,243	1,212
Help for Canadians Abroad	387	547	511
Support for Canada's presence Abroad	4,619	4,771	4,649
Subtotal	10,659	11,175	11,261
Internal services	1,901	1,974	1,976
Total	12,560	13,149	13,237

Analysis of human resources over the last three years

From 2022-23 to 2024-25, Global Affairs Canada's full-time equivalents increased by 677 (+5%). The year-over-year variance in full-time equivalents is mainly attributable to the increase in funding for the following:

- Funding to implement Canada's Indo-Pacific Strategy;
- Funding for the presidency of the 2025 G7 Summit in Canada;
- Funding to support GAC operations;
- Funding for Canada's participation at World Expo Osaka 2025;
- Funding for strengthening Canada's sanction capacity;
- Funding of reinforcing and modernizing core consular capacity to assist Canadians abroad; and
- Funding to strengthen Canada's diplomatic presence in Central and Eastern Europe and the Caucasus region.

Table 28: Human resources planning summary for core responsibilities and internal services

Table 28 shows information on human resources, in full-time equivalents, for each of Global Affairs Canada's core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2025-26 Planned full-time equivalents	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents
International Advocacy and Diplomacy	2,806	2,586	2,571
Trade and Investment	2,064	2,058	2,055

Core responsibilities and internal services	2025-26 Planned full-time equivalents	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents
Development, Peace and Security Programming	1,201	1,183	1,172
Help for Canadians Abroad	489	486	487
Support for Canada's presence Abroad	4,719	4,717	4,716
Subtotal	11,276	11,030	11,001
Internal services	1,956	1,944	1,946
Total	13,235	12,974	12,947

Analysis of human resources for the next three years

From 2025-26 to 2027-28, Global Affairs Canada's full-time equivalents decrease by 288 (-2%). The year-over-year variance in full-time equivalents is mainly attributable to the following:

- Sunset of funding for the presidency of the 2025 G7 Summit in Canada;
- Sunset of Canada's international biodiversity programs on March 31, 2026;
- Sunset of funding for United Nations peace operations and peacebuilding;
- Sunset of funding for the Climate Change Fund;
- Sunset of funding for Canada's participation at World Expo Osaka 2025;
- Sunset of funding for protecting Canada's next election;
- Reduced funding for the duty of care initiative; and
- Reduced funding for Canada's sanctions capacity and leadership.

Corporate information

Departmental profile

Appropriate ministers: Anita Anand, Minister of Foreign Affairs; Maninder Sidhu, Minister of International Trade; Dominic LeBlanc, Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs and One Canadian Economy; and Randeep Sarai, Secretary of State (International Development)

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

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

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

Year of incorporation / commencement: 1909

Departmental contact information

Global Affairs Canada

Tel.: 1-800-267-8376 (toll-free in Canada);
613-944-4000 (National Capital Region and outside Canada)
TTY: 1-800-394-3472 (toll-free from the U.S. and Canada only); 613-944-1310 (National Capital Region and outside Canada)
Fax: 613-996-9709
<https://www.international.gc.ca/>

Enquiries Services

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Email: engserv@international.gc.ca
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613-944-4000 (National Capital Region and outside Canada)
Fax: 613-996-9709

Other Portfolio Related Contacts

Canadian Commercial Corporation
350 Albert Street, 7th Floor
Ottawa, ON K1A 0S6
Tel.: 1-800-748-8191 (toll-free in Canada)
613-996-0034 (National Capital Region and outside Canada)
Fax: 613-995-2121
www.ccc.ca

International Joint Commission (Canadian Section)
234 Laurier Avenue West, 22nd Floor
Ottawa, ON K1P 6K6
Tel.: 613-995-2984
Fax: 613-993-5583
www.ijc.org

Export Development Canada
150 Slater Street
Ottawa, ON K1A 1K3
Tel.: 1-800-229-0575 (toll-free in North America);
613-598-2500 (local)
TTY: 1-866-574-0451
Fax: 613-598-3811
www.edc.ca

Roosevelt Campobello International Park Commission
459 Route 774
Welshpool, NB E5E 1A4
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Ottawa, ON K1P 0B2

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Ottawa, ON K1G 3H9

Tel.: 613-236-6163

Fax: 613-238-7230

www.idrc.ca

Invest in Canada

www.investcanada.ca

Supplementary information tables

The following supplementary information tables are available on Global Affairs Canada's website:

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)
- [Horizontal initiatives](#)

Information on Global Affairs Canada's departmental sustainable development strategy can be found on [Global Affairs Canada's website](#).

Federal tax expenditures

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

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).

This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

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, departments or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

Is 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 (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2025-26 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

horizontal initiative (initiative horizontale)

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

Indigenous business (entreprise autochtones)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

non-budgetary expenditures (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

performance (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an department, program, policy or initiative respecting expected results.

plan (plan)

The articulation of strategic choices, which provides information on how a department 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 to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

A consequence attributed, in part, to a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.