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Departmental Results Report

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From the Ministers



The Honourable
Mélanie Joly
Minister of Foreign Affairs



The Honourable
Mary Ng
Minister of Export Promotion,
International Trade and
Economic Development



The Honourable
Ahmed Hussen
Minister of International
Development

The period 2022 to 2023 was a challenging time around the world. We witnessed the far-reaching effects of rising authoritarian regimes and democracies under threat, natural disasters made worse by climate change, a global refugee crisis, pandemic recovery and increasing economic insecurity, inequality and conflict. Global Affairs Canada (GAC) played a key role in promoting Canada’s values and interests abroad in these times of global crises.

Amid geopolitical turbulence, unpredictability and uncertainty, GAC continued to champion the rules-based international system to advance democracy, human rights, multilateral trade and the rule of law. Russia’s war of aggression on Ukraine dominated the international agenda, and Canada supported Ukraine with military, financial, development, humanitarian, peace and stabilization assistance. GAC worked closely with G7, NATO and other allies to hold Russia to account by implementing sanctions, banning its imports and exports and countering its disinformation campaigns.

We also launched Canada’s Indo-Pacific Strategy to expand and strengthen our presence in that region given its global importance and the critical role it will play in growing our economy here at home. Our strategy will also see more partnerships with Japan and the Republic of Korea, as well as an evolving China policy framework.

We gained further support for Canada’s Declaration Against Arbitrary Detention in State-to-State Relations. Since its launch, 71 countries from all continents, as well as the EU, have endorsed the declaration and are now speaking with one voice to affirm strong opposition to arbitrary arrest, detention and sentencing for political leverage.

On the trade front, our engagement with international and intergovernmental organizations was a catalyst advancing Canada’s economic policy positions and priorities. We continued to focus on trade and investment diversification, inclusive trade, sustainable economic growth and Canada’s Export Diversification Strategy.

We created new business opportunities for Canadians in key markets by implementing bilateral and regional free trade agreements, such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, Canada-United States-Mexico Agreement and Canada-European Union Comprehensive Economic and Trade Agreement.

The Trade Commissioner Service remained a trusted support system for Canadians wanting to grow their businesses worldwide and for the attraction of foreign direct investment. The CanExport program helped expand Canada’s presence in export markets by supporting market diversification efforts by diverse small and medium-sized enterprises, including women, Indigenous and visible minority-owned businesses.

In the international assistance portfolio, GAC’s Feminist International Assistance Policy remained our beacon for advancing the Sustainable Development Goals.

In line with the government’s 10-year commitment to global health and sexual and reproductive health and rights, we continued to advance gender rights, gender equality and the empowerment of women and girls in developing countries. We also helped to remove barriers and improve access to safe, inclusive, quality education and skills training for the most marginalized groups, including girls, children with disabilities and children and youths who are refugees or displaced.

We were honoured to host COP15, the UN Biodiversity Conference, in Montréal, furthering a biodiversity framework and fund. In addition, Canada launched the \$15-million Indigenous Peoples Partnering for Climate initiative to support Indigenous climate priorities. Canada also continued to be a leading financial contributor to accelerate the development and production of, and equitable access to, COVID-19 tests, treatments and vaccines.

This past year saw humanitarian needs reach record highs as millions of people required life-saving assistance and millions more were forcibly displaced. Canada provided crucial food assistance in Afghanistan and the surrounding region and humanitarian assistance in Ukraine and Haiti, in Türkiye and Syria in the aftermath of earthquakes and in Malawi and Mozambique during Tropical Cyclone Freddy.

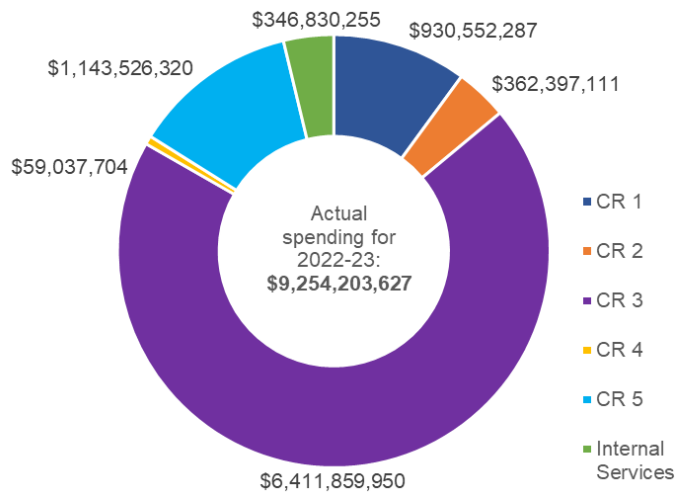
These frequent international crises meant that providing consular and emergency management services to Canadians who are working, studying, travelling or living abroad was more critical than ever before. We saw nearly 87 million visits to Travel.gc.ca, where Canadians received real-time and potentially life-saving information and advice during emergencies.

In addition to the extensive consular services offered throughout our mission network, notable efforts were made in providing continued consular assistance to Canadians detained in northeastern Syria. In October 2022, GAC successfully repatriated a number of Canadian women and children to Canada.

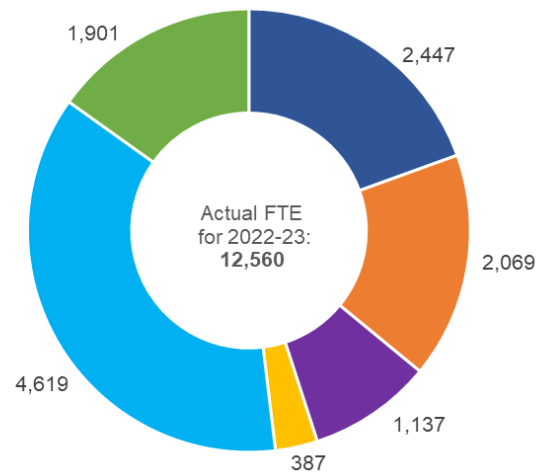
As we reflect on another year of global turmoil, we look ahead to the future. Before us lies a once-in-a-generation opportunity to modernize our department to be fit for purpose in the 21st century. How we respond is crucial, as it will define the coming decades. Our Future of Diplomacy: Transforming GAC initiative will lead us into a new era of strategy and influence and will better position us to meet the challenges of a changing world.

Results at a glance

Departmental spending by core responsibility:



Full-time equivalents by core responsibility:



Core responsibility 1: International advocacy and diplomacy

- Canada continued to address Russia’s illegal invasion of Ukraine by advocating for Ukrainian sovereignty and territorial integrity in key multilateral forums (such as the UN, G7, NATO, OSCE); working with international partners to investigate human rights violations and hold Russia accountable; sanctioning Russian and Russia-connected individuals and entities; and sanctions on Russian imports and exports of technology and services.
- Global Affairs Canada (GAC) launched the integrated Indo-Pacific Strategy that focuses on diplomatic, economic, security and defence partnerships, international assistance, and strategic partnerships with key regional partners, such as Japan and the Republic of Korea, as well as an evolving China Policy Framework.
- Canada concluded a first successful Canada-African Union Commission High-Level Dialogue which served to deepen Canada’s partnership with the continent including the announcement of over \$223 million in project funding, \$37 million of which will be allocated for peace and security, \$18 million to bolster economic development and \$168 million for sustainable development initiatives.
- Canada assisted Haiti in dealing with its multidimensional crisis by helping build the Haitian National Police’s capacity to combat escalating violence and insecurity. Canada also implemented sanctions on 19 Haitian elites who support criminals instigating violence, and undertook programming in the areas of food security and education, including \$13 million for emergency response.
- Canada worked with international partners (such as the UN, G7) to help the people of Afghanistan deal with increasing restrictions on human rights imposed by the Taliban; to jointly coordinate, with Canada’s Special Representative for Afghanistan, messaging on

women’s and girls’ rights to education, access to employment and freedom of movement; and to welcome over 17,500 Afghan refugees to Canada in 2022-23.

Core responsibility 2: Trade and investment

- At the 10th North American Leaders’ Summit, held in January 2023 in Mexico City, the Prime Minister of Canada, the President of the United States and the President of Mexico committed to collaboratively boost regional competitiveness, forge stronger regional supply chains and promote targeted investment. GAC continued to implement the Canada-United States-Mexico Agreement (CUSMA), including to address trade irritants with the U.S. and Mexico.
- The Trade Commissioner Service (TCS) abroad and in Canada delivered over 57,000 services to more than 11,000 Canadian clients, of which 87% were small and medium-sized enterprises. New export deals with an estimated value of \$3.8 billion were achieved by Canadian clients with the support of the TCS.
- The TCS helped bring about 157 foreign investment projects in Canada, representing a value of more than \$15.8 billion and the creation of approximately 13,000 jobs, and facilitated the establishment of 175 international innovation partnerships worth at least \$170 million.
- Canada advanced negotiations toward free trade agreements (FTAs) with the UK, the Association of Southeast Asian Nations (ASEAN), Indonesia and India. Canada also concluded negotiations on the UK’s accession to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and modernized its FTA with Ukraine, demonstrating ongoing support for Ukraine and its long-term economic success.
- GAC continued to implement strict military export controls for Russia while expediting military exports to Ukraine. Canada worked with other countries in various export control and non-proliferation forums to strengthen multilateral export controls, including through participation in the development of the multilateral Export Controls and Human Rights Initiative Code of Conduct.

Core responsibility 3: Development, peace and security programming

- Canada’s \$220 million contribution to the COVID-19 Vaccines Global Access (COVAX) Facility enabled the delivery of over 500 million doses to COVAX participating countries and helped avert 28% of total COVID-related deaths in participating COVAX economies.
- Through Canada’s \$277.5 million contribution and other donor support, humanitarian partners in Ukraine reached over 15.8 million people with life-saving assistance, food, water, shelter and basic health services in 2022. Canada also provided over 1,250 generators to be used in collective centres across Ukraine for the internally displaced population facing harsh winter conditions.
- Canada contributed nearly \$650 million for emergency food and nutrition needs which helped the World Food Programme to reach 158 million food insecure people in 2022. In Afghanistan and the surrounding region, Canada provided over \$143 million in humanitarian assistance which reached 22.3 million vulnerable people with lifesaving

food assistance, as well as 6.6 million children, and pregnant and lactating women with acute malnutrition support.

- In December 2022, Canada hosted the UN Biodiversity Conference (COP15) during which parties adopted the Kunming-Montreal Global Biodiversity Framework and instructed the Global Environment Facility to develop a new Global Biodiversity Framework Fund. Canada announced \$350 million in new and additional funding to support developing countries to implement the framework.
- Canada’s efforts to reduce international crime and violence included working closely with partners to combat human trafficking, especially for women and children; identifying 92 new substances to enhance drug screening and control; and providing vocational training to 192 youth offenders to reduce repeat offenses.

Core responsibility 4: Help for Canadians abroad

- GAC managed almost 162,000 new consular cases, including close to 5,900 cases concerning Canadians who required urgent consular assistance while travelling or residing abroad.
- Canada continued to advance cooperation against arbitrary arrest, detention and sentencing, securing 4 new endorsements for the Canada-led Declaration Against Arbitrary Detention in State-to-State Relations, as well as financing to create an Office of Arbitrary Detention Initiative (ADI) to advance the initiative internationally.
- GAC launched a new consular service brand to increase awareness of consular services, with promotional materials largely produced by small and medium-sized Canadian businesses owned by women and/or Indigenous peoples.
- Canada continued to improve its Honorary Consul network through increased training and increasing overall representation of women to 47% in the Honorary Consul Program, with 16 of 22 new appointees being women.

Core responsibility 5: Support for Canada’s presence abroad

- GAC continued to improve its international network infrastructure at missions, tripling its Internet bandwidth, deploying Wi-Fi at 40 mission sites and On-Net Wi-Fi capabilities at 25 sites, and continuing the rollout of the Virtual Mission Model at 13 new sites.
- GAC supported sustainable missions abroad by installing 2 electric vehicle charging stations; leading a single-use plastics reduction challenge; completing 10 green building certifications; and conducting energy, water and/or waste audits at 22 missions.
- GAC strengthened safety and security for staff at missions, including conducting seismic assessments on 8 chanceries and official residences located in high seismic zones as well as providing Hazardous Environment Training to over 1,000 people in Canada and abroad.

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

Results: what we achieved

Core responsibility 1: International advocacy and diplomacy

Description

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

Results

GAC continued its collaborative approach with partners around the world to successfully advance Canada’s interests and values, and implement a feminist foreign policy. With its leadership in the development of Canada’s Indo-Pacific Strategy, the department established a path forward for Canada’s productive and mutually beneficial engagement in this dynamic and important region. In close collaboration with the U.S. and other international and multilateral partners, Canada continued to champion the rules-based international system and address security issues, including through NATO, to defend the sovereignty, territorial integrity, freedom, and independence of Ukraine. Through multilateral and bilateral engagement, Canada supported the implementation of the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) in a concerted effort to propel an inclusive and resilient recovery from both the COVID-19 pandemic and the global economic turmoil caused by Russia’s invasion of Ukraine.

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

GAC continued to build and maintain relationships with a variety of actors, including other governments, private sector groups, NGOs and multilateral organizations, to work collaboratively on global challenges and advance Canadian objectives. In 2022-23, GAC developed diverse and productive international partnerships with new partners while also strengthening long-standing relationships both bilaterally and multilaterally. GAC leveraged existing and evolving advocacy and diplomacy mechanisms to continue to make strides in line with Canada’s feminist foreign policy, including through the #SheLeadsHere global mission advocacy campaign to empower the next generation of women leaders and deliver on Canada’s Generation Equality commitments.

Honours for a Canadian-American journalist
In April 2022, the Canadian Consulate General in New York leveraged Canada’s National Arts Centre Orchestra’s U.S. symphony premier concert, <i>Truth in Our Time</i> , to honour Canadian-American journalist Peter Jennings. This event afforded Canada the opportunity to advocate for media freedom, democracy and human rights with key international contacts in culture, business and politics, and engendered mutual recognition of a prominent Canadian-American figure.

Addressing Russia’s war of aggression on Ukraine continued to be a top priority for Canada, including through engagement with partners in the Global South to work to alleviate the consequences of the war on global energy and food systems. Canada worked with NATO member states to build unified NATO support for Ukraine and coordinated closely with G7 partners in response to the conflict—from measures against Russia, to support for Ukraine. At the Organization for Security and Co-operation in Europe (OSCE) and within the UN, Canada also engaged with the G7 partners to hold Russia to account. This included countering Russia’s disinformation narrative in the UN, at the Permanent Council of the Organization of American States, and in the OSCE. Within the G20, Canada also worked closely with partners to challenge false Russian narratives and advocate for strong language condemning the war in Ukraine.

Recognizing that global challenges require global solutions, Canada continued to contribute its expertise and worked with a broad range of partners in key multilateral forums. These included the UN, G7, G20, the Commonwealth, La Francophonie, Organisation for Economic Cooperation and Development (OECD), International Monetary Fund and World Bank, Association of Southeast Asian Nations (ASEAN), Asia-Pacific Economic Cooperation (APEC), the Organization of American States (OAS), NATO and the OSCE. Canada worked to strengthen its engagement and presence in the UN system to ensure a more effective, efficient, relevant and accountable UN that supports a rules-based international system. Canada’s participation helped to advance Canadian priorities, including gender equality and empowerment of women and girls; the prevention of sexual exploitation and abuse and sexual harassment; ambitious action on climate change and threats to biodiversity; and promoting a rules-based international system that facilitates the advancement of democracy, human rights and the rule of law. Engagement in these international and intergovernmental organizations also helped advance the Government of Canada’s economic policy positions and priorities, including on issues related to trade and investment diversification, the Indo-Pacific Strategy, inclusive trade and sustainable economic growth. Canada’s active engagement on issues of international security also provided advocacy opportunities to promote and defend the concept of territorial integrity.

Also in 2022-23, Canada launched a whole-of-government Indo-Pacific Strategy, which sets out a vision for building strong and productive partnerships across this vital region. In support of this strategy, Canada announced \$1 million per year for Canadian business chambers to support business expansion, export and growth into the region; and deployed an additional frigate to the region to boost Canada’s naval presence.

Deepening strategic engagement through policy dialogue

In July 2022, Canada held its first economic policy dialogue with New Zealand’s Ministry of Foreign Affairs and Trade, bolstering relationships between counterparts and building capacities to respond to emerging and future threats to the global economy. Also in July was the EU-Canada 2022 Development Dialogue, which provided a platform for Canada to deepen the bilateral relationship and exchange on policies related to food security, the response to the war in Ukraine, advancing gender equality, global health and education.
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While the pandemic eased in 2022-23, its impacts were still keenly felt around the world, particularly by those in developing countries. A key partnership mechanism to address COVID-

19 globally is the Access to COVID-19 Tools (ACT) Accelerator, a ground-breaking global collaboration to accelerate development, production and equitable access to COVID-19 tests, treatments and vaccines. Canada remained a leading financial contributor to the ACT-Accelerator over the pandemic, and was one of only 3 countries to meet its fair share investment. Canada also provided political leadership to multilateral efforts to address the impacts of the pandemic through ministerial engagement on the ACT-Accelerator Facilitation Council and as a co-chair of the COVAX Advance Market Commitment Engagement Group.

North America

In 2022-23, Canada continued to deepen relations with the U.S. and Mexico, reflecting the strong connections between the three countries and the important trade and investment relationships. At the North American Foreign Ministers' Meeting in June 2022, ministers discussed cooperation on issues of global urgency including Ukraine, food security and hemispheric security challenges. In January 2023, all 3 North American leaders met in Mexico City for the 10th North American Leaders' Summit (NALS X), culminating in a 27-deliverable action plan with commitments across 6 pillars: diversity, equity and inclusion; climate change and environment; competitiveness; health; migration and development; and regional security. Importantly, Canada led efforts toward the signing of the Declaration on the North American Partnership for Racial Equity. Canada's economic relations with the U.S. and Mexico have continued to flourish under the Canada-United States-Mexico Agreement (CUSMA) which has helped solidify North America's position as the most competitive and dynamic region in the world.

Canada continued to uphold and defend Canadian interests in the U.S. on trade, energy and border issues. Canada's Prime Minister, Deputy Prime Minister, Cabinet ministers, parliamentary secretaries and senior diplomats carried out more than 600 high-level engagements with U.S. officials, conveying advocacy messages in support of key Canadian interests. For example, Canada advocated with U.S. policymakers to avoid discriminatory treatment and prevent disruptions to cross-border supply chains, including for the auto industry. These engagements were critical to advancing mutual security and prosperity between the 2 countries and around the world. This included collaboration to defend the sovereignty, freedom and independence of Ukraine.

In March 2023, Canada's Prime Minister welcomed the U.S. President for his first visit to Canada since he took office. Both leaders took this opportunity to celebrate progress on commitments under the 2021 Roadmap for a Renewed U.S.-Canada Partnership to shared security, prosperity and democratic values. They also announced the modernization of the Safe Third Country Agreement and the establishment of an Energy Transformation Task Force, together with initiatives to develop the production of critical minerals and build resilient supply chains. In line with these efforts, the Office of the Chief Economist began work with Statistics Canada and the U.S. Bureau of Economic Analysis to develop better data and understanding of the supply chain linkages between the 2 countries.

Canada also continued to solidify its strong relations with Mexico. The leaders of both countries announced the new Canada-Mexico Action Plan which outlines priority areas of collaboration

including trade and investment, reconciliation with Indigenous peoples, gender equality and women’s empowerment, youth, human mobility, and environment and climate change. Ministerial-level engagement between the 2 countries focused on global and regional hotspots such as Ukraine, Haiti and Venezuela, and promoted collaboration on shared priorities including democracy in the Americas and feminist foreign policies.

The trade and investment relationship with Mexico has continued to grow, with Mexico being Canada’s third largest bilateral trading partner in 2022-23. Canada and Mexico have increased engagement on shared bilateral economic and commercial priorities and are working to resolve challenges that exist. For example, Canada has actively engaged with Mexico to advocate for a predictable and transparent business environment for all Canadian companies operating there, notably in the energy and mining sectors.

Europe

In 2022-23, Canada built and maintained relationships with European partners through high-level visits and meetings, including the President of the European Commission’s historic visit to Canada and address to Parliament. Canada coordinated closely with the EU on sanctions and export controls against Russia resulting in better exchange of information and best practices to impose existing and future sanctions and export controls restrictions more effectively. In August 2022, Canada hosted the Chancellor of Germany and the German Minister for Foreign Affairs, a visit which focused on investment and partnership opportunities including in the energy, critical minerals and automotive sectors; artificial intelligence; and cooperation on support for Ukraine and collaboration against Russian aggression and threats.

Canada announced an expansion of its diplomatic network in Central and Eastern Europe and the Caucuses in June 2022. These measures will ensure deeper collaboration between Canada and its international partners to effectively address the shifting security and diplomatic landscape to protect peace and democracy in Europe and globally. Enhanced collaboration with targeted European partners also took place through official visits with Spain, the UK, Italy and Greece, with Canada advancing foreign policy priorities such as strengthened multilateralism, security, democracy and human rights. In May 2022, Canada’s Minister of Foreign Affairs and her EU counterpart convened for the third EU-Canada Joint Ministerial Committee (JMC) meeting under the Canada-EU Strategic Partnership Agreement. The JMC identified areas for future collaboration including international peace and security, notably military and humanitarian support for Ukraine; the rules-based international system, democracy and human rights; economy, technology and research; health; and climate, energy and the environment.

Canada cultivated stronger relations with Nordic states through significant interaction at the ministerial, leader and Governor General levels. Frequent dialogue with and visits by the Foreign Affairs Ministers of Sweden, Norway and Denmark and a visit by Canada’s Foreign Affairs Minister to Finland resulted in commitments to enhance bilateral engagement in priority areas including Arctic issues, transatlantic security, trade and investment. In June 2022, Canada and Denmark signed an agreement resolving outstanding boundary issues over Tartupaluk (Hans Island) and the maritime boundary between Canada and Greenland.

In 2022-23, there was sustained advocacy across EU Member States to promote the benefits of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) and to increase market access. Canada-EU bilateral merchandise trade in 2022 was approximately 53% higher than in 2016, prior to CETA.

Arctic

GAC built on efforts to strengthen Canada's leadership in the Arctic and assert its sovereignty in the region in 2022-23. Canada continued to implement the international chapter of the Arctic and Northern Policy Framework, focusing specifically on strengthening the rules-based international system in the Arctic; more clearly defining Canada's Arctic boundaries; supporting a safe, secure and well-defended Arctic and North; and broadening Canada's international engagement. GAC supported the UN process to review continental shelf submissions and initiated a revision of Canada's Arctic Ocean continental shelf submission in response to Russia's expansive revised submission. Canada also promoted its vision for a stable and secure Arctic region through participation in foreign ministry dialogue on Arctic security issues with like-minded Arctic states. As part of the U.S.-Canada Arctic Dialogue, Canada deepened collaboration with its closest Arctic ally and partner in Arctic defence.

GAC disbursed \$6.4 million to support over 50 initiatives to promote and protect Canada's values and interests in the circumpolar Arctic. In 2022-23, the Global Arctic Leadership Initiative helped strengthen Canada's engagement in the Arctic Council by supporting projects of importance to Northerners including on biodiversity, Indigenous knowledge, emergency preparedness and marine protection; established a Canadian-based permanent secretariat for the Council's Sustainable Development Working Group; supported the participation of Indigenous Northerners in the Arctic Council; increased the University of the Arctic's activities and programming in Canada's Arctic; and encouraged meaningful participation for northern youth to engage in international Arctic affairs and Arctic issues.

Canada engaged territorial and provincial governments and Indigenous peoples through meetings of the Arctic Cooperation Advisory Committee (ACAC) including a hybrid meeting in Yellowknife in November 2022. GAC also deepened engagement with non-Arctic States, including through support for Seoul during Arctic Partnership Week in Korea, and for a Gansu-organized seminar on climate change in the Arctic, which highlighted the importance of enhancing science through the inclusion of Indigenous knowledge.

As well, throughout 2022-23, Canada worked closely with like-minded Arctic states and Indigenous Permanent Participants to manage the Arctic Council in light of Russia's invasion of Ukraine. This included pausing formal participation in all meetings of the Arctic Council's governance while Russia was Chair, working to ensure a smooth transition when Norway assumed the role of Chair in May 2023, and undertaking a number of Council projects important to Northerners that did not involve the Russian Federation.

Indo-Pacific

As a Pacific country, Canada shares robust trading relationships and a rich history of cultural exchange with many Indo-Pacific countries. In 2022-23, GAC worked on the development and launch of a first of its kind integrated, whole-of-government Indo-Pacific Strategy that deepens Canada's diplomatic, economic and security and defence partnerships, as well as international assistance in the region. In support of this strategy, Canada held the first Indo-Pacific Strategic Dialogue between Canada and the U.S. and supported the Asia Pacific Foundation of Canada in convening a successful Canada-in-Asia Conference in Singapore in February 2022, where the Minister of Export Promotion, International Trade and Economic Development launched the Team Canada Trade Missions. Canada also worked on deepening its strategic partnership with Japan both bilaterally and within the Indo-Pacific region. The Minister of Foreign Affairs and her Japanese counterpart agreed to the ambitious Canada-Japan Action Plan, which includes initiatives in areas such as rule of law, peacekeeping operations, peacebuilding, humanitarian assistance, disaster relief, health security, energy security, free trade, and environment and climate change.

Canada continued to work with ASEAN member states, in particular Indonesia and Malaysia, to strengthen its partnerships in the region. Canada demonstrated this commitment to cooperation and common prosperity by announcing the creation of a new Canada-ASEAN trust fund to promote further collaboration and advance Canada's strategic objectives in the region, with an initial contribution of \$1 million.

In September 2022, the Prime Minister met with his counterpart from the Republic of Korea and announced an upgrade in their bilateral relationship to a Comprehensive Strategic Partnership based on a number of shared priorities such as defending the rules-based international system, democracy, freedom, human rights and gender equality. The Partnership also addresses strengthening security, enhancing economic prosperity, cooperation on supply chains, promoting trade and investment, climate change and developing sustainable energy sources.

Canada continued to work with its partners and allies in the Pacific Security Maritime Exchange to support the implementation of United Nations Security Council (UNSC) sanctions imposed against North Korea. GAC used information gathered through the deployment of Canadian Armed Forces to inform the UNSC and other stakeholders of North Korea's maritime sanctions evasion activities, supporting global efforts to advance a peaceful, diplomatic resolution to North Korea's illicit weapons programs.

In the context of the Indo-Pacific Strategy, and in support of Canada's evolving China Policy Framework, GAC established the Centre for China Policy Research and Coherence (CCPR) to strengthen national policy coordination and China-related research and analysis. In addition, to sharpen Canadian understanding of Chinese influence in the region and around the world, the CCPR launched its inaugural China Research Fellowship. In 2022-23, Canada also undertook activities to manage the diplomatic engagement with China, including advocacy efforts following the publication of the UN High Commissioner for Human Rights report on the treatment of Uyghurs in Xinjiang and exchanges with Taiwan. Working closely with

Environment and Climate Change Canada (ECCC), GAC supported a partnership with China to host its chairmanship of the UN Biodiversity Conference (COP15) in Montréal, resulting in the Kunming-Montreal Global Biodiversity Framework. The department also engaged in a high-level diplomatic response to Chinese surveillance aircraft over Canadian territory and ongoing reports of foreign interference and intimidation of the Canadian-Chinese diaspora.

Canada continued to support the rights and needs of refugees and host communities and other vulnerable and conflict-affected populations, including the Rohingya in Myanmar and Bangladesh. For example, through the Livelihoods, Nutrition and Intercommunal Dialogue in Rakhine State project, more than 435,000 beneficiaries from all states and regions of Myanmar were reached through a variety of emergency responses including food, shelter, gender-based violence support, legal aid as well as livelihood support. Also in Myanmar, Canada supported the deployment of expertise to the Independent Investigative Mechanism for Myanmar to enhance accountability for the most serious international crimes and violations of international law through strengthening international responses to impunity and support to gender-sensitive justice and accountability processes.

In October 2022, Canada deployed its first Canadian diplomat in a Pacific Island country, Fiji, co-located within the Australia High Commission in Suva. Work is now underway to set up the first Canadian diplomatic mission in this sub-region.

Latin America and the Caribbean

Canada maintained its longstanding and continued engagement in Latin America and the Caribbean with a focus on issues such as irregular migration, political and economic security, and climate-related disasters. In February 2023, Canada's Prime Minister attended the Meeting of the Conference of Heads of Government of the Caribbean Community (CARICOM) as a special guest, where discussions focused on collective support to Haiti and joint action on key priorities, including advancing democracy, human rights, climate action, access to finance, food security, regional security, and increasing trade and investment for economic growth that benefits everyone.

In early 2023, Canada co-hosted, with the EU, the International Conference in Solidarity with Venezuelan Refugees and Migrants, successfully increasing the international visibility of the Venezuela displacement crisis and raising an additional \$1.2 billion in funding. In addition, GAC invested \$29 million to improve access to protection, security, employment, education and health services for vulnerable Venezuelan refugees and migrants and their host communities. Canada also continued to lead and advocate against the deteriorating political situation in Nicaragua. At the OAS General Assembly, Canada's Minister of Foreign Affairs asked that the international community hold the Ortega regime accountable for egregious human rights violations and political persecution and urged that Nicaragua remain a priority of the hemispheric agenda.

Championing refugee and migrant rights to education

The Education for Venezuelan and Host Community, Girls, Boys and Adolescents in the Andean Region project successfully enhanced the integration of Venezuelan refugee and migrant children into Peruvian schools, resulting in a 30% increase in enrollment. Of those newly enrolled, 51% were refugee and migrant girls.

In 2022-23, Canada demonstrated international leadership in responding to the multidimensional crisis in Haiti resulting from high insecurity, gang violence, political stalemate, economic, humanitarian and health crises. Canada helped foster political engagement and support for Haiti, for example, by co-hosting a ministerial roundtable with Haiti, the U.S., and several other countries from across the hemisphere to discuss how the international community can help respond to the crisis. Working in close collaboration with the UN, Canada provided over \$133 million to help build the capacity of the Haitian National Police to combat escalating violence and disrupt gangs. It also implemented sanctions against 19 Haitian elites and armed gang leaders who support criminals instigating violence. Through its school feeding program in partnership with the World Food Programme, Canada has fed 200,000 children, keeping them off the streets. Through its leadership in the international response, Canada has helped support the immediate needs of the Haitian population during this prolonged period of instability.

Likewise, in Peru, Canada strongly defended democracy and human rights in response to the failed attempt to close the country's Congress in December 2022 and the ensuing protests. Canada condemned all acts of violence, advocated in favour of a proportionate use of force in responding to protests, defended freedom of assembly and supported timely and transparent investigations into alleged human rights violations. These positions were voiced through public messaging and diplomatic engagement in Peru, as well multilateral forums like the OAS and UN. In support of electoral reform in the country, Canada also supported the OAS Electoral Observation Missions to Peru for the regional elections in the fall of 2022.

Canada's continued commitment to human rights and respect for Indigenous peoples in Peru was demonstrated through the Women's Voice and Leadership Program which supported 126 women's and 2SLGBTQI+ rights organizations and networks to advance political, civil, social and economic rights. To help advance Indigenous empowerment, Canada supported the training of Indigenous candidates for the sub-national elections in October 2022 and expanded its Indigenous Professionals Program in its third year. Canada's Minister of Foreign Affairs reinforced these efforts when meeting with Indigenous peoples and civil society partners on the margins of the 52nd OAS General Assembly in Peru.

In Ecuador, Canada reinforced its position as Ecuador's largest foreign investor and trusted partner and laid the groundwork for increased cooperation on trade and investment, inclusive governance, peace and security, environment and human mobility. This included support for increasing Ecuadorean capacity to monitor and combat illegal, unregulated and unreported fishing activities within its Exclusive Economic Zones via the successful deployment of the Dark Vessel Detection program.

As part of ongoing cooperation between Chile and Canada on wildland fire management, Canada responded to Chile’s call for assistance in fighting devastating wildfires by providing support to the Canadian Interagency Forest Fire Center (CIFFC). This enabled the delivery of critical firefighting equipment, most notably portable water pumps and hoses, to Chile in 2023. With Brazil, Canada reaffirmed its partnership in support of environment protection, biodiversity conservation and the fight against climate change, including in the Amazon. As Canada’s largest trading partner in South America, the bilateral relationship with Brazil continues to be strengthened through deepening economic ties and the promotion of inclusive trade.

Combatting illegal, unregulated and unreported fishing

In September 2022, data from the Dark Vessel Detection program supported the Galapagos National Park Directorate with the detection and investigation of 6 separate commercial illegal, unregulated and unreported fishing cases within the Hermandad Marine Reserve and multiple marine conservation areas. In 2022-23, the program resulted in 19 vessel detentions, 84 arrests, and the recovery of 89 trafficked wildlife species from the Galapagos Islands.

Sub-Saharan Africa

GAC worked to enrich Canada’s relationships in sub-Saharan Africa through new partnerships and increased engagement in the region. For example, in October 2022, Canada hosted the first Canada-African Union Commission High-Level Dialogue where the African Union Commission (AUC) Chairperson and his delegation met with Canada’s Prime Minister and a host of ministers to advance shared priorities, strengthen Canada-Africa relationships, and underscore a mutually beneficial partnership. This important event set the stage for further engagement between Canada and Africa, including a trade policy dialogue.

Canada continued to promote peace, security and stabilization in the region including through initiatives like the \$1.5 million contribution to the Académie internationale de lutte contre le terrorisme (AILCT) in Côte d’Ivoire to help African countries prevent and combat terrorism as well as broader engagement in diplomatic efforts to address the ongoing crisis in the Sahel region. As a part of these efforts, Canada helped update the Coalition for the Sahel’s roadmap which sets out the Coalition partners’ joint commitments in fighting terrorism and promoting security, stabilization and development in this region. Further, Canada facilitated discussions to encourage the parties to Cameroon’s Northwest-Southwest conflict to move toward a peaceful dialogue. In the lead-up to elections in Nigeria in February 2023, Canada demonstrated its commitment to international democracy by advocating for free and fair election practices and by supporting joint election observation missions.

Demonstrating its commitment to advancing human rights in the region, Canada continued its advocacy to uphold the rights of 2SLGBTQI+ communities and address increasing criminalization and discrimination across the African continent. As well, GAC amended Canada’s *Special Economic Measures (Zimbabwe) Regulations* to ensure its sanctions measures targeted those most responsible for human rights violations and political violence without affecting the well-being of the people of Zimbabwe.

Middle East and North Africa

In 2022-23, Canada deepened and strengthened its bilateral relationship with several countries in North Africa, including through high-level bilateral consultations with Algeria and Egypt, and through the signature of a social security agreement with Tunisia. Canada advocated for democracy, human rights, good governance, and peace and security in the region through its bilateral, multilateral and civil society engagement. The Prime Minister and Minister of Foreign Affairs' participation in the Sommet de la Francophonie in October 2022 in Djerba, Tunisia reinforced Canada's role as a longstanding and reliable partner in the Organisation internationale de la Francophonie (OIF).

Further, Canada reinforced its support for comprehensive, just and lasting peace in the Middle East, and cultivated bilateral relationships that enabled productive discussions on key security, development and human rights issues. Visits to the Middle East by several Ministers, including Canada's Minister of International Development (Lebanon, Jordan, Kuwait, Qatar, and United Arab Emirates), reaffirmed Canada's engagement in the region. Canada continued to support Israeli-Palestinian security coordination through institutional capacity-building and regional dialogue and cooperation as a means to promoting the conditions for peace. Such support included funding for capacity building for Palestinian Authority Security Forces under the United States Security Coordination mission, and support to Israeli and Palestinian civil society, including women peacebuilders. Canada also showed international leadership in the wake of Iran's brutal crackdown against women and human rights activists that started in September 2022. Canada helped shape the global response, calling for greater accountability and imposing costs on the regime for its actions, while supporting the people of Iran. In addition to sanctions, Canada also convened a Women's Foreign Ministers meeting to coordinate international diplomatic measures against the regime and in support of the people of Iran.

In the face of increasing restrictions on human rights by the Taliban in Afghanistan, Canada remained actively engaged in multilateral forums, including the UN and the G7, to find common ground and draw attention to the ongoing crisis in Afghanistan. Canada's Minister of Foreign Affairs also issued joint statements with key partners to condemn the Taliban's violations of human rights, particularly those of women and girls, and GAC employed social media channels to advocate for Canadian positions. Canada's Special Representative for Afghanistan maintained close contact with key like-minded states to coordinate messaging on the repressive decrees, including on women's and girls' rights to education, freedom of movement and access to employment, announced by the Taliban.

In support of the Government of Canada's commitment to resettle at least 40,000 Afghan refugees by the end of 2023, Canada engaged with key partner countries such as Pakistan and the United Arab Emirates to secure safe passage routes for Afghans bound for Canada. Since 2021, Canada has resettled close to 30,000 refugees, including over 17,500 in the last year, and is on track to meet its target. These efforts reflect Canada's long and enduring relationship with Afghans, and commitment to protecting some of the country's most vulnerable groups.

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

In the face of rising authoritarianism, foreign interference and great power competition, Canada has remained steadfast in championing international peace and security, democracy, gender equality, respect for human rights, and the rule of law. Canada worked to advance inclusion and respect for diversity through actions in international forums such as the UN General Assembly (UNGA), the United Nations Human Rights Council (UNHRC), the OAS, and the OSCE including its Office for Democratic Institutions and Human Rights (ODIHR), by leading and co-sponsoring resolutions featuring the protection and promotion of freedom of religion or belief and of inclusion and respect for diversity. This included strong advocacy for 2SLGBTQI+ rights which are increasingly under threat internationally. Furthermore, Canada remained an active member of the Equal Rights Coalition, Global Equality Fund and the LGBTI Core Groups of both the UN and the OAS. Canada continued its strong leadership as co-chair of the International Contact Group on Freedom of Religion or Belief, which Canada created in 2015 to strengthen international cooperation toward promoting freedom of religion or belief worldwide. This included ad hoc meetings to discuss emerging concerns, and organizing together to advocate more effectively, such as through statements and resolutions at the UN and in the context of other international events.

Canada co-chaired the Media Freedom Coalition and chaired the Freedom Online Coalition (FOC) in 2022-23 and advanced an important vision of democracy in the digital age, which begins with digital inclusion. On this topic, the government issued statements on Russian state-sponsored disinformation in Ukraine as well as to address Internet shutdowns in Iran, and launched the #MyDigitalInclusion social media campaign, with an audience of 13 million in over 50 countries. In February 2023, Canada launched the FOC’s Ottawa Agenda, a new set of recommendations that reflect the evolution of the Coalition’s vision and scope of work since its inception in 2011. In its role as co-chair of the Media Freedom Coalition, Canada issued several statements on media freedom violations around the world and demonstrated leadership on media freedom, including by bringing attention to the killing of American-Palestinian journalist Shireen Abu Akleh and the detention of Wall Street Journal reporter Evan Gershkovich in Russia. Canada also chaired and provided support to the International Institute for Democracy and Electoral Assistance in 2022, focusing on addressing the impact of disinformation.

Canada assumed the Presidency of the Community of Democracies in September 2022 and adopted “Building the Resilience of Democracies” as the theme for the year. Canada worked with other states to share best practices related to the strengthening of democratic institutions, engaging and empowering civil society, increasing women’s political participation and deepening capacity to counter disinformation.

At the second Summit for Democracy in March 2023, Canada joined 73 countries in signing on to the Declaration of the Summit for Democracy, demonstrating its support of global efforts to address authoritarianism and corruption and advance democracy and human rights. At the Summit, the Prime Minister announced nearly \$50 million in contributions toward related initiatives, including funding for organizations such as WITNESS, the National Democratic Institute, CANADEM and Lawyers Without Borders. Within the Commonwealth and La

Francophonie, Canada also pushed for greater action to uphold democratic principles and practice. At the Sommet de la Francophonie in November 2022, Canada announced \$10 million for democracy and human rights programming in Francophonie countries, as well as for the Organisation Internationale de la Francophonie, in addition to \$16.5 million to help address the Haitian crisis.

At home, GAC continued to support efforts to implement the *United Nations Declaration on the Rights of Indigenous Peoples Act* within Canada in order to bring greater coherence and consistency to the way Canadian federal departments engage with Indigenous peoples on international issues affecting them. Canada also facilitated a visit of the UN Special Rapporteur on the Rights of Indigenous Peoples to Canada in March 2023, which exemplified the government's willingness to open Canada's human rights record to scrutiny by the international community. This action forms an integral part of Canada's commitment to address human rights issues at home as well as share its experience with other countries.

Canada actively advocated for a global civilian-led, gender-responsive and human rights-based approach to counter-terrorism and preventing and countering violent extremism in multilateral forums, including the UN, the Global Counterterrorism Forum and the Global Coalition against Daesh. These efforts were critical to safeguarding democracy, human rights, the rules-based international system and ensuring global action integrates gender considerations and furthers the Women, Peace and Security (WPS) Agenda. As Canada's second National Action Plan on Women, Peace and Security came to an end in 2022, GAC developed the third National Action Plan in collaboration with 10 federal departments and in close consultation with a variety of stakeholders. These efforts will ensure that Canadian leadership on issues pertaining to women, peace and security continues to respond to modern challenges and global progress is made in making peace and security efforts more gender-responsive and advancing gender equality.

Justice for victims of international crime

In Mali, Canada's \$1 million contribution to the Trust Fund for Victims, established by the Assembly of State Parties, offered financial, legal and psycho-social support to victims of crimes within the jurisdiction of the International Criminal Court. Canada's contribution resulted in the recognition of the specific harms suffered by women and in giving women the right to benefit from restorative measures on the same basis as men. In addition, Canada's \$3.2 million support for *Avocats sans frontières* and for the Truth, Justice and Reconciliation Commission of Mali enabled more than 15,000 people, mostly women, to make statements so that their needs are taken into account in a reparations act.

Canada helps build strong international institutions and respect for international law

In 2022-23, Canada continued its important work to revitalize international institutions and international law, which are central to promoting democracy, human rights and the rule of law, as well as to advancing international peace and security. GAC provided legal and policy advice to support progress on a wide range of international legal issues, including human rights, humanitarian law, international trade, economic coercion, environmental law, the law of the sea and accountability, as well as on issues of cybersecurity and cybercrime.

Canada continued to use international law mechanisms and institutions to hold alleged violators responsible for breaches of international law. In 2022-23, Canada banned the import of products which are critical revenue sources from Russia, such as gold and gold-based products, luxury goods like alcoholic beverages, seafood, fish, synthetic diamonds and Russian-made weapons. A 95.5% drop in value in Canadian imports from Russia ensued from January to March 2023, compared to the same period in 2022. Similarly, Canada banned the export of technology and services to Russia, Belarus and occupied areas of Ukraine, including sensitive goods and technologies that could be used for military purposes.

As a key contributor in promoting a rules-based international system, Canada continued to deploy diplomatic efforts and multilateral engagements to advocate for compliance with international humanitarian law and respect for humanitarian principles. For example, throughout the armed conflicts in Ethiopia and Ukraine in 2022-23, Canada exercised humanitarian diplomacy at the field-level, encouraging parties to the conflict to adhere to international law, provide rapid and unimpeded humanitarian access, and ensure the safety and security of humanitarian workers.

Sanctions
<p>Canada imposed several rounds of sanctions, in coordination with like-minded allies, to respond to international law violations and uphold the rules-based international system. From April 2022 to March 2023 this included sanctions on:</p> <ul style="list-style-type: none"> • 871 individuals and 232 entities in response to Russia’s illegal and unjustifiable invasion of Ukraine (including Belarusian and Ukrainian targets); • 19 individuals in response to the multidimensional crisis in Haiti; • 106 individuals and 30 entities in response to Iran’s human rights violations and grave breach of international peace and security; • 18 individuals and 3 entities in response to the coup d’état in Myanmar; and • 4 individuals in response to human rights violations occurred during Sri Lanka’s civil conflict (1983-2009).

Canada reaffirmed its strong commitment to rules-based trade with the World Trade Organization (WTO) through its continued leadership of the Ottawa Group to advance WTO reform. Through the WTO and other multilateral institutions, GAC led a number of international initiatives aimed at the reform of international trade law dispute settlement systems, including at the United Nations Commission on International Trade Law (UNCITRAL) and the OECD.

With ever increasing global tensions, support for adherence to international treaties and agreements on non-proliferation, arms control and disarmament was an ongoing priority in 2022-23. Canada provided substantial support to the Organisation for the Prohibition of Chemical Weapons (OPCW) in investigating chemical weapons use in Syria. In April 2022, Canada chaired the second conference to the Inter-American Convention on Transparency in Conventional Weapons Acquisitions (CITAAC), a convention that commits States Parties to report on their acquisitions of conventional weapons. Canada also became the first country to

join the U.S. in making a unilateral, voluntary commitment not to conduct destructive direct-ascent anti-satellite missile tests—an important step to limit the creation of harmful space debris.

GAC has also maintained a position of leadership in upholding international law in pursuing efforts to hold Iran accountable for the downing of Flight PS752. Canada and the other victim states—Sweden, Ukraine and the UK—took concrete steps toward progress in its dispute with Iran, related to breaches of the Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation (more commonly known as the “1971 Montreal Convention”) by requesting that Iran submit to binding arbitration of the dispute.

Canada’s global influence is expanded and strengthened

Canada’s enduring international influence is earned through its consistent commitment to upholding democracy, human rights, the rule of law and the rules-based international system, as well as the advancement of humanitarian initiatives and the SDGs. Canada continued to leverage its influence in the G7 and G20 to advance these priorities, and to achieve progress on energy and food security, global health, the environment, climate change and biodiversity loss, gender equality and the global economy.

Canada also worked on the global stage to strengthen global responses to humanitarian assistance. This work involved fostering close cooperation with international, local and Canadian humanitarian partners to address humanitarian needs in ongoing and emerging crises, as well as playing a leadership role by providing strategic advice and policy guidance in key humanitarian forums. In 2022-23, Canada continued to actively participate in the governance of, and strategic priority-setting for, multi-donor humanitarian financing instruments to ensure key thematic priorities are reflected within its work.

As the refugee and migration crises continued to worsen, Canada was at the forefront of partnerships and collaboration to support the needs of displaced peoples and their host countries. In September 2022, Canada and the U.S., in partnership with Honduras, co-hosted a high-level event to raise awareness and express the solidarity of the international community with the needs of forcibly displaced people in Central America and Mexico. The event raised over \$200 million in total, with Canada announcing an allocation of \$13.2 million for humanitarian partners working in the region.

Canada maintained leadership in UN bodies such as the Conference on Trade and Development (UNCTAD), UNCITRAL, the Economic and Social Council (ECOSOC) of the UN and at the OECD. A focus in 2022-23 was on issues related to global cooperation to address trade and development topics that are essential to achieving the SDGs, including inclusive growth that leaves no one behind. In 2022-23, GAC supported the Prime Minister in his role as co-chair (with the Prime Minister of Barbados) of the UN Secretary-General’s SDG Advocates group, which reiterated the importance of accelerating progress on the 2030 Agenda. In 2022-23, Canada hosted 2 meetings of the UN’s Group of Friends of SDG Financing which Canada has been co-chairing alongside Jamaica since 2016, and engaged new stakeholders in SDG financing, including the private sector and institutional investors.

GAC led the development and implementation of Canada’s sanctions policy in 2022-23, most notably with respect to Russia’s invasion of Ukraine, but also in response to other situations in countries including Haiti and Iran. Canada’s new asset seizure and forfeiture legislation, implemented in domestic legislation in June 2022, has been recognized by partners for its ambitious scope. These measures as part of the *Justice for Victims of Corrupt Foreign Officials Act (Sergei Magnitsky Law)* and the *Special Economic Measures Act* and associated regulations, allow a sanctioned person’s property situated in Canada to be forfeited so that it can be redistributed as compensation to victims, restoration of international peace and security, or to help in rebuilding a foreign state from war. GAC is routinely called on by like-minded partners to discuss and share lessons learned in the context of this legislation.

Canada used its influence in 2022-23 to help support international security by reinforcing NATO’s role as a key pillar of the current rules-based international system. In several ministerial meetings leading up to the 2023 NATO Vilnius Summit in July, Canada was active in advocating for a strengthened alliance by bolstering NATO’s eastern flank through expanding and strengthening its defence and security engagement in the region. This includes Canada’s leadership of the enhanced Forward Presence Latvia, as well as contributions to air and maritime operations. Canada also finalized negotiations with Allies to launch the NATO Climate Change and Security Centre of Excellence, which will be based in Montréal.

Canada also advanced security-related engagement in the Indo-Pacific region by augmenting its naval presence and strengthening partnerships, and in the Arctic region by participating in foreign ministry dialogues on Arctic security with like-minded Arctic states, as well as consultations with the U.S. on Arctic security issues— a key pillar of the U.S.-Canada Arctic Dialogue. Further, Canada continues to coordinate closely with the U.S. as it implements initiatives under its \$38.6 billion commitment to modernize Canada’s NORAD capabilities through increased burden sharing for continental security and establishing new internal services capacity. Canada’s advocacy and engagement in these regions demonstrated its intent to promote regional peace, resilience and security.

Results achieved

The following table shows, for International Advocacy and Diplomacy, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Canada builds and maintains constructive	Percentage of advocacy campaigns which met their stated objectives.	75%	March 31, 2023	75%	80%	80%

relationships that advance Canada's interests.	Percentage of diplomatic activities which met their stated objectives.	72%	March 31, 2023	73%	76%	81%
	Number of international commitments through which Canada works with partners to address strategic peace and security challenges.	Not applicable		13	29	19
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.	3,000	March 31, 2023	Not available New indicator		43,671
	Percentage of Canadian-led decisions introduced through international and regional organizations that are accepted.	80%	March 31, 2023	100%	100%	100%
	Number of Canadians in leadership positions in international institutions.	18	March 31, 2023	17	20	28
Canada helps build strong international institutions and respect for	Percentage of organizations of which Canada is a member, which receive a positive performance rating on any independent evaluation.	75%	March 31, 2023	100%	100%	100%

international law.	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, 2023	85%	85%	85%
	Number of actions that are led or supported by Canada which support strengthened adherence to international law.	20,935	March 31, 2023	Not available New indicator	21,386	31,064
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, 2023	8	8	8
	Ranking of Canada's reputation abroad as reported in global opinion polls	Between 1 and 5	March 31, 2023	3	2	3
	Percentage of Canadians who are satisfied with Canada's international engagement	At least 46%	March 31, 2023	Not Available	40%	40% ¹

¹ Canadians' satisfaction with Canada's international engagement remained at the same level as observed in the previous year.

Budgetary financial resources (dollars)

The following table shows, for International Advocacy and Diplomacy, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
904,561,152	904,561,152	1,005,923,328	930,552,287	25,991,135

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
2,490	2,447	-43

Financial, human resources and performance information for GAC’s program inventory is available in [GC InfoBase](#).¹

Core responsibility 2: Trade and investment

Description

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

Results

To ensure that Canadian innovation, products and services can compete for opportunities in the global marketplace, GAC continued to support an open and rules-based trading system and helped Canadian entrepreneurs and exporters access foreign markets and expand their business activities. The department also made significant progress in supporting responsible and inclusive business practices, a cornerstone of Canada’s feminist foreign policy and its Export Diversification Strategy.

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

In its ongoing commitment to promote a more open, rules-based and inclusive economic environment, Canada actively engaged in multilateral forums including the WTO, OECD, G7, G20 and APEC. The department continued to lead the work of the Ottawa Group on WTO reform, a group of likeminded countries engaged in ongoing discussions on ways to improve and strengthen the WTO as the core of the rules-based multilateral trading system.

While nurturing relationships with non-traditional partners, GAC maintained and fostered long-standing connections with like-minded states such as the U.S., the UK, and the EU. This included at the Aid for Trade Global Review in July 2022, where Canada and its allies advocated for rules-based policies at the WTO and OECD to empower and engage in connected and sustainable trade, with a focus on gender equality and green growth, and discussed ways to foster the rules-based international order and systems through investing in development. Canada also played a key role in the conclusion of the Agreement on Fisheries Subsidies negotiations at the 12th Ministerial Conference in June 2022, and announced a \$1.4 million contribution to the WTO Fisheries Subsidies Trust Fund in support of its implementation by developing and least-developed countries. Canada continued participation in key multilateral export controls regimes while deepening collaboration with like-minded states to further trade controls policies and foster greater responsibility in the transfer of arms and munitions. For example, this included GAC's participation in the development of the multilateral Export Controls and Human Rights Initiative Code of Conduct, released at the Summit for Democracy in March 2023.

Canada's relationships within North America remained vital to our prosperity and economic growth and helped strengthen Canada's voice in international forums. At the North America Leaders' Summit (NALS X) in January 2023, the 3 leaders committed to collaboratively boost regional competitiveness, forge stronger regional supply chains and promote targeted investment. The department also took advantage of CUSMA to limit the negative impact of protectionist policies such as "Buy America" and to help defend Canada's interests in the softwood lumber trade dispute with the U.S. Canada also made use of CUSMA to carry out consultations with Mexico to address industry concerns related to Mexico's energy sector.

Protecting Canada's trade interests

Canada succeeded in a dispute settlement case launched against the U.S. regarding the application of the CUSMA rules governing trade in, and supply chains for, core automotive parts. Additionally, Canada and the U.S. concluded a Memorandum of Understanding that resulted in the removal of the safeguard on imports of solar products from Canada.

Bilaterally, during the March 2023 visit of the U.S. President, the 2 countries committed to working together to catalyze clean energy and create good jobs by deepening economic integration. With Mexico, Canada inaugurated the High-Level Economic Dialogue in August 2022, which focused on shared bilateral economic and commercial priorities. The Dialogue served to promote inclusive trade strategies in favour of under-represented groups, as well as promoting innovation and resiliency of regional supply chains.

In 2022-23, GAC continued to create new opportunities for Canadian exporters, including through the negotiation and implementation of free trade agreements (FTAs). This included deepening our engagement in the Indo-Pacific through negotiations with Indonesia, as well as the ASEAN. GAC supported the expansion of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), whose members welcomed the ratification by Chile and Malaysia. Throughout the UK accession process, Canada was actively engaged with CPTPP members and the UK, and played a key role in ensuring that the high standards of the agreement were respected. Bilateral FTA negotiations were also advanced with the UK and the department substantially concluded FTA modernization negotiations with Ukraine in March 2023. GAC also continued to advance the implementation of the modernized Canada-Israel FTA, completed successful commercial advocacy linked to the Canada-Jordan FTA, and facilitated market access for Canadian beef and wheat in Iraq.

Increasing Canadian beef exports

Canadian beef exports to the CPTPP's largest economy, Japan, increased over the past five years to more than \$518 million in 2022 (141.5% increase in value), and beef exports to the entire CPTPP membership have grown from \$338 million in 2018 to \$866 million in 2022, representing an increase of 156% in value.

Canada continued to make progress on promoting inclusive trade. Canada welcomed the expansion of the Global Trade and Gender Arrangement (GTAGA) to include Columbia, Costa Rica, Ecuador and Peru. Along side GTAGA members, Canada actively participated in public events promoting women's participation and retention in science, technology, engineering, and mathematics related export industries. The Minister of Export Promotion, International Trade and Economic Development also hosted an Indigenous Trade Symposium and Endorsement Ceremony to mark the coming into effect of the Indigenous Peoples Economic and Trade Cooperation Arrangement.

Canada's modernized and inclusive model Foreign Investment Promotion and Protection Agreement (FIPA) continued to support a stable, rules-based investment environment for Canadian businesses investing abroad, and ensure all Canadians, including women, Indigenous peoples and SMEs can benefit from these agreements. In 2022-23, Canada reengaged with previous negotiating partners including Georgia, Nigeria, Qatar and the United Arab Emirates, as well as in technical discussions with Ecuador, Mauritius and Morocco. Canada also engaged with Taiwan on a possible investment arrangement that would reflect that economy's unique circumstances.

GAC continued to support the air services industry and the flow of essential goods and services with the coming into force of bilateral air transport agreements (ATAs) with Panama and China and the signature of ATAs with Cameroon, the Dominican Republic, Rwanda, and the UK. Canada also successfully expanded its ATAs with Colombia, Ecuador and India, and continued to engage in negotiations to promote and protect Canadian aviation interests.

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

The Trade Commissioner Service (TCS) helps Canadian businesses grow by connecting them with government funding and support programs, international opportunities and a network of employees in over 160 cities worldwide. In 2022-23, the TCS abroad and in Canada delivered over 57,000 services to more than 11,000 Canadian clients, of which 87% were small and medium-sized enterprises. Working directly with these clients, the TCS facilitated over 1,000 new business deals for Canadian exporters, with a reported value of \$3.8 billion. This work continued to advance Canada's Export Diversification Strategy by supporting opportunities for Canadian businesses' engagement in new global markets and sectors.

TCS support to Canadian clean energy company

The TCS helped to facilitate a commercial deal between Roswall Development, a Halifax-based clean energy development company, and Jamaica's National Education Trust to retrofit 30 schools with LED lighting, inverter air-conditioning units and solar photovoltaic systems. The TCS referred the opportunity to Rosewall Development and provided due diligence, market intelligence and other support.

The priorities for the TCS and its partners are guided in part by the Responsible Business Conduct (RBC) Abroad: Canada's Strategy for the Future. The 5-year Strategy (2022-2027) was launched in 2022-23 and reflects the Government of Canada's commitment to rules-based, ethically-minded trade and investment. Its aim is to support Canadian companies abroad to adopt world-leading responsible business practices; help them gain a competitive advantage; mitigate risks; and contribute to a strong and inclusive economy. Through a dedicated Responsible Business Fund, Canadian missions abroad carried out 61 RBC-related initiatives in 29 missions around the world.

In 2022-23, the TCS strengthened linkages with priority foreign partners in the science, technology and innovation (STI) sector, generating 175 international partnerships worth at least \$170 million. This included 38 venture capital partnerships, valued at over \$89 million, as well as other collaborations enabling Canadian researchers and businesses to make new discoveries in priority sectors for Canada's economy and commercialize them on world markets. The TCS also provided STI services to 1,370 Canadian small and medium-sized enterprises and research organizations across 24 business sectors in 59 targeted countries.

Under GAC's Canadian International Innovation Program (CIIP) specifically, the TCS supported the international co-innovation activities of 63 Canadian SMEs in fields such as artificial intelligence, quantum and clean energy. Bilateral government agreements supported 25 SME-led co-innovation projects in Brazil, China, India and South Korea, providing funding of \$3.3 million toward these collaborative research and development projects.

The CanExport program provided funding to an increasing number of SMEs, national trade associations and innovators to help them explore new markets and build strong partnerships abroad. The program approved 1,472 projects directly supporting the market diversification efforts of Canadian SMEs, helping to expand Canada's presence in 116 different export markets.

About 50% of CanExport SMEs projects were undertaken by businesses from diverse backgrounds (for example women-, Indigenous-, and visible minority-owned companies). Under the banner of CanExport, the CanExport Innovation program supported 98 Canadian innovators to establish international research and development collaborations in 41 foreign markets. As well, the CanExport Associations program supported the market diversification efforts of 59 industry associations and business organizations working in 32 foreign markets, benefiting some 28,695 member companies, 79% of which were SMEs.

Improving equality through data and research

To better inform government policy and programming, the Office of the Chief Economist worked with the Canadian Council for Aboriginal Business to collect and analyze data on Indigenous exporters and the barriers and challenges they face in accessing foreign markets. The Office also analyzed the key strategies used by women-led exporters and presented the results at the WTO's Public Forum.

In 2022-23, GAC continued to provide support to ensure Canadian businesses fully benefit from established FTAs, particularly the CPTPP, CUSMA, and CETA. To ensure that Canadian exporters were provided with the most accurate and up-to-date information about the benefits of Canada's FTAs, the department produced FTA promotional material and delivered training sessions on FTAs to more than 374 government employees working directly with Canadian businesses, including provincial and territorial governments, Crown corporations and other federal government departments. GAC also initiated and advanced the development of a digital FTA portal, in collaboration with public sector partners.

The TCS organized many business delegations and visits by clients to foreign markets in order to expose them to new business opportunities and introduce them to potential foreign partners. For instance, the Minister of Export Promotion, International Trade and Economic Development led a Women's Canada Trade Mission to the UK, which provided opportunities for nearly 40 Canadian women-owned and/or women-led companies in technology-based sectors to grow their businesses in the UK. The Minister also led the first-ever virtual trade mission in Africa for women-led and women-owned businesses in the cleantech and the information and communications technology (ICT) sectors. This high-level event provided a unique opportunity for Canadian businesswomen to explore new opportunities with government officials and business representatives from Botswana, Senegal, South Africa and Côte d'Ivoire. In November 2022, in South Africa, Canadian technology was showcased at AfricaCom, the largest digital infrastructure event in Africa, featuring 24 companies from Ontario and Quebec.

Team Canada Trade Mission to Indo-Pacific

As part of Canada's Indo-Pacific Strategy, the Minister of Export Promotion, International Trade and Economic Development launched the first Indo-Pacific Team Canada Trade Mission during a visit to Singapore in February 2023, to create strong and sustainable business ties and maximize market access opportunities for Canadian businesses in the Indo-Pacific region.

In 2022-23, GAC launched consultations with provincial and territorial governments and stakeholders on the renewal of Canada’s International Education Strategy. Cooperation between GAC, other federal government departments and the Council of Ministers of Education, helped prepare Canadian delegations for multilateral education-related events, including the UN’s Transforming Education Summit in fall 2022. The TCS education network delivered 6,856 services to 764 education-sector clients generating a disclosed value of \$8.1 million in direct exports of education services and through partnership agreements.

Foreign direct investment is facilitated, expanded or retained

Ensuring that Canada remains a top destination for foreign direct investment (FDI) continued to be a core priority of the government. This aligns with Canada’s economic growth objectives and its commitment to enabling a sustainable and inclusive economic recovery. To strengthen the strategic approach to attracting FDI, GAC focused its efforts on increasing foreign investor knowledge, awareness and interest in investment opportunities in all regions of Canada. The TCS organized 101 events aimed to attract FDI, including 7 major signature events as well as an Investment and Innovation Forum where 23 Canadian economic development organizations met with 145 business leaders from the U.S.

In support of large-scale economic development and seizing strategic opportunities in the global economy, the TCS facilitated 157 greenfield and/or expansion foreign investment projects in 50 municipalities and 9 Canadian provinces, representing a value of more than \$15.8 billion, and creating approximately 13,000 new jobs. Over 60% of the foreign companies that benefited from TCS investment facilitation services in 2022-23 were global leaders in environmental, social and governance (ESG) metrics. Of the companies supported during the year, 25 were also active members of the UN Global Compact, the world’s largest global corporate sustainability initiative.

Many of these investments supported the diversification of Canada’s economy by advancing the growth of low-carbon industries and introducing new technologies in both new and traditional sectors of Canada’s industrial base. In partnership with other federal and regional government departments, the TCS played a leading role in growing all segments of Canada’s electric vehicle (EV) supply chain, contributing to a cleaner, more sustainable and resilient economy, and to Canada emerging as an international leader in the EV ecosystem.

Volkswagen Group chooses Canada
Volkswagen announced a \$7 billion investment to establish its first overseas EV battery manufacturing plant in St. Thomas, Ontario. This is the largest EV-related investment in Canadian history. The plant will create up to 3,000 direct jobs and up to 30,000 jobs in the surrounding economy. Expected to generate about \$200 billion in value, the Volkswagen plant will be the largest manufacturing plant in Canada. The TCS supported a whole-of-government effort to facilitate this historic investment.

Results achieved

The following table shows, for Trade and Investment, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
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 scale of 1 to 5)	March 31, 2023	4	4	4
	Degree to which Canada works to resolve or mitigate market access barriers, disputes or other strategic policy issues.	4 (on a scale of 1 to 5)	March 31, 2023	4	4	4
	Percentage of applications for permits and certificates related to trade controls processed in accordance with service standards.	90%	March 31, 2023	99%	99%	99%
Canadian exporters and innovators are successful in their international	Percentage of clients indicating satisfaction with the quality of services delivered by the Trade Commissioner Service.	90%	March 31, 2023	92%	92%	92%

business development efforts.	Number of active business clients of the Trade Commissioner Service.	17,000	March 31, 2023	16,882	16,769	16,556 ²
	Value of Canada's goods and services exports (in dollars).	30% increase from 2017 to \$820 billion	December 31, 2025	\$638.4 billion (in 2020)	\$766 billion (in 2021)	\$939 billion (in 2022)
	Number of Canadian exporters.	15% increase from 2017 to 100,000	December 31, 2025	83,790 (in 2020)	75,939 (in 2021)	88,196 (in 2022) ³
	Value of exports to overseas markets.	50% increase from 2017 to \$292 billion	December 31, 2025	\$196.7 billion (in 2020)	\$216.6 billion (in 2021)	\$257 billion (in 2022) ⁴
	Number of concluded commercial agreements facilitated by the Trade Commissioner Service.	1,500	March 31, 2023	1,340	1,372	1,374 ⁵
	Number of international research and innovation partnerships facilitated by the Trade Commissioner Service.	170	March 31, 2023	148	147	175

² The target for this indicator was increased immediately prior to the pandemic and achievement continued to be impacted by COVID-19 disruptions. Even so, the target was only slightly (-2.6%) missed.

³ The date to achieve this target is linked to Canada's Innovation and Skills Plan Charter. The target is cumulative, to be achieved by December 31, 2025.

⁴ The date to achieve this target is linked to Canada's Innovation and Skills Plan Charter. The target is cumulative, to be achieved by December 31, 2025.

⁵ The target for this period was increased immediately prior to the onset of the pandemic and achievement continued to be impacted by COVID-19 disruptions, particularly travel.

Foreign direct investment is facilitated, expanded or retained.	Number of new foreign investments and expansions of existing foreign investments in Canada facilitated by the Trade Commissioner Service.	150	March 31, 2023	121	120	157
	Number of investor visits to Canada facilitated by the Trade Commissioner Service.	225	March 31, 2023	100	115	206 ⁶

Budgetary financial resources (dollars)

The following table shows, for Trade and Investment, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
375,140,952	375,140,952	378,916,328	362,397,111	-12,743,841

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
2,110	2,069	-41

Financial, human resources and performance information for GAC's program inventory is available in [GC InfoBase](#).ⁱⁱ

⁶ The target for this period was increased immediately prior to the onset of the pandemic and achievement continued to be impacted by COVID-19 disruptions, including the dramatic shift to remote work and use of shared office spaces for company operations. This reduced the need for site selection visits to evaluate potential office locations.

Core responsibility 3: Development, peace and security programming

Description

GAC 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.

Results

Through the implementation of its Feminist International Assistance Policy and feminist foreign policy, Canada continued to contribute to building a more peaceful, inclusive and prosperous world. With leadership in the areas of gender equality and the empowerment of women and girls, including through access to comprehensive sexual and reproductive health and rights (SRHR), Canada continued to close the gaps for marginalized and vulnerable populations, such as 2SLGBTQI+ communities, and support sustainable and inclusive development for all. Canada remained a critical actor in global efforts toward improved nutrition, poverty reduction, humanitarian response and ensuring a sustainable recovery from the COVID-19 pandemic for all. To maximize impact and better meet the needs of vulnerable and marginalized populations, Canada supported innovation in international assistance, including by harnessing new financing mechanisms. Canada's ongoing engagement as a shareholder of the regional development banks also supported investments that contributed to sustainable development and poverty reduction.

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

Canada made a significant difference in the lives of the most vulnerable through its pandemic response and reaffirmed its commitment to improving equitable access to vaccines. Canada's COVID-19 response included \$90 million in support to the Global Financing Facility for Women, Children and Adolescents (GFF) to strengthen country-led health systems, with a focus on improving the health and well-being of women and girls.

Providing vaccines, saving lives
Canada's \$220 million contribution to the global vaccine-sharing COVAX Facility brought its total investment in the initiative to over \$840 million. This enabled the delivery of over 500 million doses to COVAX-participating countries in 2022-23, and helped avert 28% of total COVID-related deaths in participating COVAX economies, compared to 13% in 2021. Similarly, Canada's additional \$732 million to the Access to COVID-19 Tools (ACT) Accelerator helped secure 314 million professional use antigen detection rapid diagnostic tests and 840 million antigen detection self-tests, and deliver 24,758 oxygen concentrators and 84 medical-grade oxygen plants to over 70 countries. This funding also supported the creation of Canada's Global Initiative for Vaccine Equity (CanGIVE).

To ensure that the world is better equipped to prepare and respond to future pandemics, Canada helped to design and operationalize a new Pandemic Fund aimed at strengthening pandemic

prevention, preparedness and response capacities, particularly in low- and middle-income countries. Canada was a founding donor, providing \$50 million in seed money to the Fund's operations. Canada also supported the Coalition for Epidemic Preparedness Innovations (CEPI) and its 5-year 2.0 strategy to help accelerate the development of vaccines for a range of known and emerging infectious diseases, and support global equitable access to vaccines during outbreaks, particularly in low- and middle-income countries. Canada provided \$20 million toward the implementation of CEPI 2.0 as a first tranche of a 5-year commitment.

Canada also acted on the lessons learned from COVID-19 by supporting increased vaccine manufacturing capacity in low- and middle-income countries, not only addressing needs related to COVID-19, but also enabling resilience for the future. This included an additional \$15 million investment in the mRNA technology transfer and manufacturing programme to support critical equipment and training to enable the launch of an mRNA vaccine technology hub in South Africa, as well as technology transfer to a global network of 15 manufacturing facilities. A \$15 million investment was also made in the Pan American Health Organization's Regional Platform to Advance the Manufacturing of COVID-19 Vaccines and other Health Technologies.

Canada continued to support food security for households made vulnerable by the socio-economic impacts of COVID-19 through a \$22 million contribution to the Food and Agriculture Organization of the United Nations' COVID-19 Response and Recovery Programme. This program focuses on improving access to agricultural inputs, safeguarding food security, restoring livelihoods and developing sustainable and resilient agri-food systems in a manner that reinforces the leadership of women, youth and Indigenous peoples. By the end of 2022, the program reached 166,275 households (53,146 female-headed) operating across 9 countries in South and Central America, and in Africa. Canada also supported 26 women's rights organizations recovering from COVID-19 burnout in the Caribbean by providing one-time wellness grants to improve organizational and social well-being. This support resulted in strengthened capacities to continue work with the most disadvantaged groups, including 2SLGBTQI+ communities and sex workers' coalitions.

While the world's attention remained focused on COVID-19 in 2022-23, Canada ensured that other health-related issues were not forgotten. The Global Fund to Fight AIDS, Tuberculosis and Malaria continued to work toward eliminating the 3 diseases by improving access to antiretroviral therapy, TB treatment and mosquito nets, including through Canada's \$333.9 million support in 2022-23. Since 2002, these efforts have contributed to a significant decline in deaths caused by AIDS (-70%), TB (-21%) and malaria (-26%). Canada also announced an additional commitment of \$1.21 billion at the Global Fund's Seventh Replenishment pledging conference in September 2022.

In 2022-23, Canada contributed \$32.6 million to the Global Polio Eradication Initiative via the World Health Organization and UNICEF. Canada's support helped Pakistan and Afghanistan contain the number of wild poliovirus outbreaks to fewer districts than previously. In Pakistan alone, such efforts helped vaccinate more than 43 million children between January and March, 2023.

Lifesaving nutrition interventions

In support of its record as a global leader in nutrition programming, Canada continued to provide support to Nutrition International. In 2022-23, this support protected 293 births from neural tube defects, and helped avert 4,000 deaths of neonates; 649,000 cases of stunting; over 32,000 deaths in children under the age of 5; 469,000 cases of anemia in adolescent girls; and approximately 8 million cases of anaemia in women of reproductive age.

Canada is a top donor to school meals programming, which supports improved outcomes in gender equality, education, nutrition and health, and the role of women as agents of change in their local economies. Canada’s funding of \$15 million to the World Food Programme (WFP) for the School Health and Nutrition Project in Somalia and South Sudan, Burkina Faso, Democratic Republic of the Congo and Niger provided 168,346 food insecure school children with nutritious daily school meals, and gender responsive school health and education services. The project also engaged over 900,000 community members to improve awareness of girls’ health and nutrition and provided nutrition counseling for those suffering from acute malnutrition, and nutrition-impacted illnesses such as tuberculosis and HIV.

Canada continued efforts to address barriers and improve access to safe, inclusive, quality education and skills training for the most marginalized groups, including girls, children with disabilities, and refugee and displaced children and youth—all of whom are disproportionately affected by the global education crisis. For example, in response to Russia’s full-scale invasion of Ukraine, Canadian funding allowed Alinea International to respond quickly to emergency needs to help provide rapid access to education for 11,000 children in liberated territories. In Jordan, investments in education continue to represent a large share of Canada’s bilateral development assistance to the country, including a \$3 million contribution to the multi-donor funded Accelerating Access Initiative 2.0. This project helped to improve access to education for approximately 151,668 Syrian refugee children and approximately 3,790 refugee children of other nationalities, including access and assistive support for children with disabilities. As well, Canada’s Minister of International Development signed a \$120 million sovereign loan agreement for Jordan’s education sector, aimed at strengthening quality public education for Jordanians and refugees alike, and enabling thousands of learners to prepare for their careers.

Safe education for refugees and displaced youth

Through the Together for Learning campaign and its flagship Refugee Education Council (REC), GAC amplified and engaged local voices, particularly the voices of refugee and displaced youth, in policy dialogue and decision-making around improved access to safe, inclusive, quality education for children and youth in conflict- and crisis-affected contexts.

To address social and institutional barriers to girls’ education and promote gender equality and the empowerment of women and girls, Canada is providing \$300 million over 5 years (2021-25) to the Global Partnership for Education (GPE). Working in approximately 90 partner countries, GPE supports efforts to advance gender equality, provide quality education in the lowest income countries, and address climate impacts. In 2022, GPE reached 107 million students, trained more than 675,000 teachers, built or renovated 8,500 classrooms, and distributed 56 million textbooks.

In February 2023, Canada’s Minister of International Development pledged \$87.5 million over 4 years to Education Cannot Wait (ECW). Canada’s contribution will help to support 20 million crisis-affected children to access quality education, particularly girls and adolescent girls living in fragile and conflict-affected regions. This pledge includes \$27.5 million of funding for ECW’s Multi-Year Resilience Programme for Bangladesh, providing education for Rohingya refugees and host communities.

Women entrepreneurs are key contributors to economic growth and help drive innovation, bringing unique perspectives and ideas to bear in the marketplace. Canada helped improve the livelihoods of women entrepreneurs through enhancing employment and entrepreneurship opportunities. For example, Canada’s support to the Enhancing Women’s Participation in the Solid Waste Management Sector project in Jordan reached 660 rural women, building networks across 10 different locally run green business group projects in areas such as aquaponics farms and food repurposing. In Duhok, Iraq, the Canada Fund for Local Initiatives supported over 130 internally displaced women by providing training for online entrepreneurship, either in creating online business or working as freelancers online, recognizing that online employment can unlock economic opportunities for internally displaced peoples.

Recovery from the Beirut explosion

In 2022-23, through the Building Beirut Businesses Back and Better Fund (B5 Fund), Canadian implementing partners distributed US\$6.7 million to 1,819 micro, small and medium enterprises, including 491 women-owned and led businesses, to help with recovery expenses related to the explosion at the Beirut port.

In partnership with UN Women, the \$2 million Women’s Economic Empowerment project resulted in 35 women-led start-up businesses in Egypt, improving access to markets and providing 1,940 women entrepreneurs access to tailored financial and non-financial services. In Honduras, Canada supported micro, small and medium enterprise development, facilitating the creation of 147 new enterprises (76 led by women). Canada also helped increase Indigenous women’s and youth participation in leadership positions within coffee producer organizations and tourism enterprises by supporting the development of their leadership, communication and public relations skills.

With democracy increasingly under threat world-wide, Canada continued its efforts to promote democratic values and human rights. For example, in support of active and engaged citizenship and to build resilience to threats against democracy among youth in Chile, funding through the Canadian organization CIVIX helped train 1,682 teachers and promoted the Student Vote campaign. As a result, more than 207,892 students aged 10 to 18 cast a ballot for official candidates in parallel with the 2022 presidential election. As Chair of the Voluntary Principles on Security and Human Rights initiative, Canada funded a gap analysis to better understand how security provisions in extractive operations can impact women and vulnerable groups. The project resulted in the creation of a guidance tool designed to respond to human rights threats specific to women, human rights defenders and vulnerable groups, including sexual and gender-based violence, as well as workshops delivered to over 200 individuals from governments, companies and civil society organizations.

Canada continued to play a key role in supporting initiatives that mitigate the impacts of climate change, and help developing countries adapt to these significant impacts. Canada also supported initiatives that aim to halt and reverse biodiversity loss and address environmental degradation being experienced across the world. In support of action to counteract the uneven impacts of climate change and biodiversity loss, Canada announced support for developing countries in efforts to both mitigate and adapt to climate change at the United Nations Framework Convention on Climate Change's (UNFCCC) 27th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP27) in Egypt. This included working with UNFCCC parties to establish the Loss and Damage Fund, which will help vulnerable developing countries cope with the effects and costs of climate change. Canada also joined in the Partnership Compact for the Least Developed Countries 2050 Vision, which aims to channel 70% of climate finance to the local level and prioritize building climate capabilities, systems and structures for better accessing support.

Canada made progress in meeting its \$5.3 billion climate finance commitment, which included \$82.5 million in Partnering for Climate projects supporting climate change adaptation and biodiversity through nature-based solutions in 9 countries in sub-Saharan Africa; \$5 million to the Climate Finance Access Network, which helps developing countries build their capacity to structure and secure public and private finance for mitigation and adaptation; and \$2 million to enhance the capacity of women climate negotiators in developing countries to exercise leadership and support the contributions of Indigenous peoples within the UNFCCC process. Designed in collaboration with the Assembly of First Nations, the Métis National Council, and the Inuit Circumpolar Council Canada (for Inuit Tapiriit Kanatami), Canada launched the \$15 million Indigenous Peoples Partnering for Climate initiative, which seeks to support Indigenous climate priorities.

As climate events are increasing in frequency and intensity, in 2022-23 Canada also worked with international partners on strengthening resilience of the most vulnerable in the face of economic shocks. In December 2022, the Alliance of Small Island States, Canada, and the UK launched the Principles for improving development impact in Small Island Developing States, in partnership with the OECD and the UN. The principles identify a number of priority areas for engagement with Small Island Developing States (SIDS) and provide high-level advice for both development co-operation actors and SIDS themselves to drive development progress.

In December 2022, Canada hosted the successful UN Biodiversity Conference (COP15), where parties adopted the ambitious Kunming-Montreal Global Biodiversity Framework and instructed the Global Environment Facility to develop a new Global Biodiversity Framework Fund. Canada announced \$350 million in new and additional funding to support developing countries to implement the framework. This is in addition to the \$1 billion already committed for nature-based solutions as part of Canada's broader climate finance commitment.

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

Canada continued to invest in gender equality and the empowerment of women and girls in all their diversity as the most effective means of achieving lasting poverty reduction and sustainable development. Canada's international assistance supported women, girls and gender-diverse people in exercising their basic rights, such as voting and workplace equality, as well as in the fight for Indigenous women and girls against discrimination and violence.

To advance efforts around its 36 domestic and international Gender Equality Forum commitments, Canada played an active role in the co-creation of the Alliance for Feminist Movements, a novel multi-stakeholder partnership to mobilize sustained, increased and improved financial and political support for women's rights organizations globally. As co-chair, Canada mobilizes partnerships in this initiative, which so far includes over 375 members from feminist civil society organizations and funds, private philanthropy, national governments and other allies. As part of its \$100 million Generation Equality Forum commitment to address unpaid and paid care work issues in low- and middle-income countries, Canada announced 3 initiatives in 2022-23, including Canada's contribution to the World Bank Group's Invest in Childcare work program; the Build Back Equal initiative with UN Women in the Caribbean; and Opening Doors: More and Better Decent Work Opportunities for Domestic Workers in Peru, with the International Labour Organisation (ILO). As well, in November 2022, GAC launched the Action for Paid Care Workers Initiative, which aims to enhance the protection and promotion of women's and girls' rights and needs related to paid care work.

Canada's leadership in supporting women's rights organizations continued to yield impressive results in 2022-23. GAC's Women's Voice and Leadership (WVL) Program supported women's rights organizations and lesbian, bisexual, trans and queer (2SLGBTQI+) organizations in more than 30 countries with flexible funding and capacity building. With this support, women's rights and 2SLGBTQI+ organizations are strengthening the management and sustainability of their organizations; delivering services to diverse women and girls, including Indigenous women, human rights defenders, students, domestic and migrant workers, and those living with disabilities; and advocating for changes in laws and policies to advance gender equality and the rights of women and girls in all their diversity. For example, under a Bangladesh WVL project, Shustha Jibon (a transwomen-led organization) initiated advocacy efforts with the Bangladesh Election Commission to address injustices related to political involvement of the Hijra/transgender community, which resulted in the community winning their right to contest in national-level elections as self-identified candidates.

In 2022-23, another Canadian signature initiative, the Equality Fund, granted \$20.5 million to 95 women's rights organizations and feminist funds across 84 countries in the Global South, and over 500 women's rights organizations were indirectly supported through the grants channelled to feminist funds. Meanwhile, the Canada Fund for Local Initiatives (CFLI) supported over 340 projects led by women's rights organizations in more than 100 countries. For example, the CFLI supported South Sudanese Women In Medicine to increase public access to health care services provided by women and helped to convene South Sudan's first women in medicine summit.

In 2022-23, Canada continued to play an integral role in global efforts and advocacy to end harmful practices, including child, early and forced marriage and female genital mutilation/cutting, via financial support to key partners. For example, in 2022, Canada's support to the UNFPA-UNICEF Global Programme to End Child Marriage contributed to ensuring that 161,446 girls aged 10 to 19 could enrol or remain in school, and over 16 million individuals participated in dialogue on the consequences of, and alternatives to, child marriage. With Canada's support, the Global Programme continues to empower the most marginalized adolescent girls, including through comprehensive sexuality education, and to improve access to education, health and other services, contributing to the prevention of child, early and forced marriage.

A helping hand to youth and adolescents

In Somalia, Canada's support to Save the Children enabled the organization to provide training to 760 adolescent girls and 760 adolescent boys on the harmful impacts of female genital mutilation and child, early and forced marriage, with an additional 2,200 community influencers receiving messages on gender equality and positive social norms.

Canada continued its support to improving women's and girls' ability to exercise their sexual and reproductive health and rights (SRHR). In 2022, Canada supported the UNFPA Supplies Partnership with \$5 million to help meet the need for modern contraceptives and life-saving reproductive health commodities to the hardest-to-reach women and adolescent girls. Provisional data estimated that this support helped to avert 8 million unintended pregnancies, 170,000 maternal and child deaths, and 2.2 million unsafe abortions in 2022. Canada's partnership with the Global Financing Facility for Women, Children and Adolescents (GFF) helped to advance country-led policy and legal reforms in support of enhanced rights for women and girls. For instance, the GFF supported the reform of a law in Niger, to allow married adolescent girls to access family planning services without the need for parental or spousal permission. Technical support from the GFF also helped Niger amend a national regulation to allow pregnant girls to remain in school and for new mothers to continue their studies without a mandatory health certificate. Girls in secondary school can now attend associations to get information about adolescent reproductive health.

The department continued to provide funding to the Ipas Impact Network which works globally to advance reproductive justice. In 2022, an International Planned Parenthood Federation (IPPF) project increased the awareness of 119,422 young people in Togo of their sexual and reproductive health and rights. Building an enabling environment for gender-transformative comprehensive sexuality education and the empowerment of young people in Togo, the project also trained 1,220 teachers and peer educators on how to deliver effective training on the subject.

Situations of crisis and instability provide increased opportunity for sexual abuse and exploitation. GAC's \$1.35 million contribution (including \$350,000 in 2022-23) to Cooperation Canada's Digna, the Canadian Centre of Expertise on the Prevention of Sexual Exploitation and Abuse, helped provide Canadian civil society working internationally with training, tools, resources and partnerships to put in place the mechanisms and policies needed to prevent and

address sexual exploitation and abuse. In 2022-23, surveys showed that 77% of organizations had created and updated policies and procedures, an 11% increase from 2021-22. Canada also contributed to improving access to rights-based, gender-sensitive post-gender-based violence clinical care across 14 health facilities in Haiti, through the Expanding Access to Health and Rights for Women and Girls project implemented by Partners In Health Canada. Of the 736 survivors treated, 95% received psychosocial support and 88% were referred to legal services.

With Canada's support, the Iraqi Women's Leadership Initiative, in partnership with Heartland Alliance, provided Iraqi women with the tools and resources to realize their economic and political rights, combat gender-based violence and become visible and effective in political leadership positions. By the end of the 4-year project in 2022-23, 13 of the legislative candidates participating in the initiative worked with Iraqi political parties to adopt policies on sexual harassment, exploitation and abuse. As well, the project enabled 27 women to establish their own businesses with the help of micro-grants and over 3,000 women received mental health services to combat gender-based violence. Overall, women's awareness of their economic rights increased from 77% to 96%. Also in Iraq, the Canada funded Workforce Empowerment for Women project established a gender unit within Iraq's Ministry of Labour and Social Affairs. The resulting gender unit launched a media campaign to raise awareness of legal protections of women's rights, and in 3 months reached over 1.7 million Iraqis, two thirds of whom were women.

In Benin, Canadian support helped nearly 140,000 people, including nearly 73,500 women, open bank accounts for the first time and benefit from financial services better suited to their needs. By helping to improve the services available, nearly 210,000 customers, including more than 132,600 women, subscribed to the new digital, secure local finance solutions developed and deployed by the project. In addition, through the personalized support offered, the project contributed to the election of several new women as managers of microfinance institutions, increasing their presence in elected committees from 24% to 39%.

Canada continued to empower Indigenous women to fight injustice in support of reconciliation and the full exercise of rights by vulnerable and historically marginalized groups. The DEMUJERES project, implemented by le Centre d'étude et de coopération internationale and Avocats sans frontières Canada, provided direct funding to a collective of Indigenous women and girls in Guatemala known as Ixpop to support dialogue and communication campaigns. In 2022-23, through this campaign Indigenous women and girls in Central America were given new opportunities to guarantee their rights and to fight against discrimination, violence, poverty and the lack of legal protection. Additional support was provided by JASS, an organization that operates across the Global South, through the Building Women's Collective Power project, which accompanied Ixpop's process of organizational strengthening and leadership building.

Reduced suffering and increased human dignity in communities experiencing humanitarian crises

Canada maintained efforts to reduce suffering, as the scope, scale and complexity of the humanitarian landscape continued to grow. Driven by an increase in the number of conflicts and

more frequent natural disasters exacerbated by climate change, humanitarian needs have reached record highs with over 346 million people in need of life-saving assistance and more than 100 million people forcibly displaced. In response, the humanitarian system has expanded, with the UN Global Appeal for assistance tripling over the last decade to more than \$50 billion in 2023. Canada continued to be a top 10 humanitarian donor, working to deliver timely, needs-based, efficient and effective humanitarian responses through UN partners, NGOs, and the International Red Cross and Red Crescent Movement.

In 2022-23, Canada continued to step up and respond to an increasing number of large-scale and deteriorating humanitarian contexts. In response to the growing food and nutrition crisis, Canada significantly increased its humanitarian funding in these sectors, contributing a record allocation of nearly \$650 million for emergency food and nutrition needs in 2022. This assistance helped the World Food Programme (WFP) to reach 158 million food-insecure people. In Afghanistan and surrounding region, Canada provided over \$143 million in humanitarian assistance to help with one of the world’s largest food crises. This funding helped reach 22.3 million vulnerable people in Afghanistan with lifesaving food assistance, as well as 6.6 million children and pregnant and lactating women with acute malnutrition support.

Emergency support for Ukraine

The Support to Ukraine’s Reforms for Governance Project provided more than \$1.2 million in emergency support (food, medicine and water) and distributed supplies to 111,769 direct beneficiaries. This included 51 bomb shelters in communities under attack, 26 shelters for internally displaced persons in the centre and west of Ukraine, 27 hospitals, 6 childcare institutions and 10 prisons in cities under siege.

In 2022-23, Ukraine’s humanitarian needs continuously increased, in step with Russia’s aggression in the region. With Canada’s \$277.5 million contribution and other donor support, humanitarian partners in Ukraine reached over 15.8 million people in 2022 with life-saving assistance: food, water, shelter and basic health services. Canada also provided over 1,250 generators to be used in collective centres across Ukraine for the internally displaced population facing harsh winter conditions. Canada also provided urgently needed assistance to farmers affected by the war and its impact on access to grain storage facilities and routes to market. With a \$52 million contribution to the Food and Agriculture Organization of the United Nations, Canada supported the procurement and delivery of temporary grain storage and lab equipment that was greatly needed.

In 2022-23, Canada also continued to respond to the needs of populations affected by sudden onset emergencies. For example, in 2023, Canada announced \$50 million to support the Earthquake response in Türkiye and Syria; \$8 million in response to Tropical Cyclone Freddy in Malawi and Mozambique; and \$13 million in Haiti. As part of the response to the devastating February sixth earthquakes in Southeastern Türkiye, the CFLI funded 3 projects that provided a range of humanitarian support and relief, including hygienic kits for women and babies in the province of Gaziantep; providing access to essential basic services to women and girls; preventing and responding to gender-based violence in a post-disaster context; and improving access to information and activities that promote empowerment and healing.

GAC continued to employ its natural disaster response tools to respond to the needs of populations. For instance, in 2022-23, Canada activated its Canadian Humanitarian Assistance Fund (CHAF) to support the provision of life-saving assistance, including emergency food, water, health care and shelter to over 158,000 people in 8 countries. Canada continued to provide timely and flexible humanitarian funding, including support to local actors through the UN Country-Based Pooled Funds (CBPFs). The CBPFs are one of the most effective tools for providing efficient and timely funding based on priority needs. In 2022, Canada contributed \$118.8 million to 17 CBPFs, an increase of almost \$41 million from 2021, which helped support nearly 28 million people in need.

Safe spaces for 2SLGBTQI+ refugees in Lebanon

A Canada-funded INTERSOS project in Northern Lebanon provided emergency health and protection services to refugees and vulnerable Lebanese using an intersectional gender lens. The project focused on building skills, curricula, services and spaces that were accessible and safe for 2SLGBTQI+ people as well as support workers and volunteers. The project reached 9,726 beneficiaries (354 girls, 7,682 women, 76 boys, 1,601 men; 13 2SLGBTQI+ people).

The COVID-19 pandemic disrupted the education of 9 out of 10 learners worldwide, millions of them children living in countries facing humanitarian crisis. The impacts were particularly severe for refugees and other forcibly displaced children and youth, especially girls and children with disabilities, who are most at risk of being left behind. In 2022-23, the ÉDUFAM project implemented by the Fondation Paul Gérin-Lajoie and the Centre d'étude et de coopération internationale helped 25,883 girls and women in Rwanda, Burundi and the Democratic Republic of Congo to return to school. The project improved the teaching and school environment of more than 19,064 students in 24 schools, 73% of whom were refugees or displaced persons, with the aim of encouraging their retention and success in school. In 2022-23, as part of the School Feeding Program in Zulia and the School Feeding Program in Miranda and Caracas projects, Canada supported over 17,000 primary school children and adolescents (8,753 girls and 8,453 boys), and 1,200 teachers and other educational personnel (932 women and 268 men) across 41 schools in crisis-affected Venezuela. In Niger, as part of the UNICEF project Realizing the Right to Education and Training for Girls, more than 44,000 children affected by humanitarian crises, including 14,700 girls, received access to basic education or non-formal education in 2022-23. In addition, 20,000 girls received school materials to enable them to continue their studies despite the insecurity.

Improved peace and security in countries and regions where Canada engages

Canada continued to demonstrate its commitment to build a more secure world through efforts to promote human rights, advance gender equality and address threats posed by international crime and violence, authoritarian regimes and the proliferation and use of weapons of mass destruction. In addition to cultivating and facilitating the resilient relationships that are critical to ensuring the success of security and law enforcement cooperation between Canada and other countries, Canada provided assistance to countries to prevent and respond to threats.

Canada, as the co-chair and largest donor, continued to support the Elsie Initiative Fund for Uniformed Women, a component of the broader Elsie Initiative, to accelerate progress toward increasing meaningful participation of women in UN peace operations. This includes through providing financial incentives to troop and police contributing countries to deploy gender-strong units, which include a high percentage of women in operationally significant roles. For example, with support from the Fund, the Senegal National Police deployed a gender-strong unit to the United Nations Multidimensional Integrated Stabilization Mission in Mali in August 2022, and the Ghana Armed Forces deployed another gender-strong unit to the United Nations Interim Force in Lebanon in September 2022. Both gender-strong units included substantial representation of women overall, including in leadership positions. They also provided gender-equity training and adequate equipment to ensure parity of deployment conditions for women and men peacekeepers.

Migration often brings promise to the lives of those leaving situations of poverty and unrest, however it can also present danger to those who are already experiencing significant vulnerability, particularly women and children. Canada’s Anti-Crime Capacity Building Program (ACCBP) helped 24,000 women migrants and border community residents in 10 ASEAN countries become more aware of their rights and improve their understanding of the impact of crimes on victims and communities. As well, with the department’s support, INTERPOL ran coordinated police operations in Latin America and the Caribbean that led to the identification of, and assistance to, more than 9,000 irregular migrants from 61 different countries. These operations were particularly successful in Aruba, Brazil, Colombia, and Panama, where the effective use of INTERPOL tools to conduct arrests were clearly demonstrated. Across the region, authorities were able to rescue 128 human trafficking victims, including children, from forced labour and sexual exploitation during the operations. The operations also led to 268 arrests and the identification of 5 criminal organizations engaged in migrant smuggling, human trafficking and related crimes including extortion, forced labour, sexual exploitation and violence.

In 2022-23, the ACCBP also helped build the capacity of law enforcement agencies in the region to fight illicit trafficking, enhanced border security and facilitated legitimate trade. In Latin America and the Caribbean, Canadian support for the Port Control Units resulted in a total of 574 seizures of illicit substances, including 370 cases of cocaine (over 271,000 kg) and over 200 cases of firearms, ammunition, contraband of alcohol, smuggling of cash and chemical precursors. In Pakistan, Control Units seized over 1,500 kg of illicit drugs, including over 1,150 kg of ketamine. In addition, ACCBP support to the coordinated work between Bolivian and Chilean law enforcement agencies laid the groundwork for the program’s largest seizure yet of chemical precursors used to produce cocaine (690 tons) in November 2022.

Reduce repeated offenses through vocational education
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Canada’s support to the United Nations Office on Drugs and Crime helped tackle and reduce repeat offenses and radicalization among Kenya’s vulnerable youth by providing life and vocational skills training to 192 youth offenders (104 boys, 88 girls) from 6 rehabilitation schools in the country.
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In 2022-23, Canada supported global capacity to identify and ban synthetic opioids and new psychoactive substances, including through funding to the International Narcotics Control Board's Global Rapid Interdiction of Dangerous Substances (GRIDS) Programme, which focuses on limiting the supply to consumer markets of non-medical synthetic opioids and other new psychoactive substances of concern, as well as relevant chemicals and equipment. Canada's partnership with the United Nations Office on Drugs and Crime contributed to threat reduction in Latin America and the Caribbean by improving the capacity of law enforcement and drug analysis laboratories to detect and identify synthetic drugs and new psychoactive substances.

Preventing and responding to terrorism and transnational crime remained an important priority for GAC. For example, through the Counter-Terrorism Capacity Building Program (CTCBP), Canada partnered with the United Nations Office on Drugs and Crime Country Office for Pakistan to support the enhanced use of modern investigation methods related to terrorism financing cases, which also brings a robust and comprehensive human rights and gender equality lens to investigations and prosecutions in Pakistan. In 2022-23, the project reached 71 counter-terrorism investigators, 18 anti-terrorism prosecutors and 41 anti-terrorist financing experts, providing training on counter-terrorism approaches, modern trends in prosecution practices and international terrorism-related sanctions compliance and standards. Canada also worked closely with the global United Nations Office on Drugs and Crime and UN Women to help increase its capacity to address gender issues and improve women's leadership in law enforcement, with a focus on safer migration and combatting cross-border crimes like human smuggling and trafficking.

In 2022-23, Canada's Weapons Threat Reduction Program (WTRP) continued its work to keep chemical, biological, nuclear and radiological weapons and materials out of the hands of non-state actors and states of proliferation concern. Canada provided financial and in-kind support to the International Atomic Energy Agency to strengthen nuclear security, safety and safeguards in Ukraine in response to Russia's occupation of, and attacks on, nuclear facilities. The WTRP supported the conduct of 48 investigations of individuals, companies and vessels suspected of facilitating North Korea's evasion of UN sanctions on its weapon of mass destruction (WMD) programs, and advanced efforts by INTERPOL to build law enforcement capabilities against the illicit trafficking of nuclear and other radioactive material. Canada also supported the Cluster Munition Coalition's International Campaign to Ban Landmines to promote the universalization and implementation of the Anti-Personnel Mine Ban Convention and the Convention on Cluster Munitions. Finally, support to Mines Action Canada's Mine Action Fellows Program provided training and engagement opportunities to 29 youth representatives (23 women) on landmine and cluster munitions issues.

Clearing mines in Ukraine

Canada’s support to 6 survey teams under the HALO Trust mine action project helped to identify and mark a total of 32 minefields with a total size of 1,294,331 m² across 3 regions in Ukraine. Seven Canada-funded manual clearance teams deployed near 16 settlements in Kyiv and Chernihiv regions allowed the return of 52,203 m² of land, mostly agricultural, back to local communities. Canada also initiated the supply of 12 remote-controlled demining vehicles, 6 explosive ordnance disposal (EOD) robots, 32 transport trucks, and 43 EOD blast suits for use by the State Emergency Service of Ukraine.

Canada provided over \$32 million in 2022-23 for security and stabilization programming in Ukraine to enhance Ukrainian resilience and resistance in the face of Russian aggression. This programming supported Ukrainian security sector institutions in addressing Ukrainian priorities of women, peace and security, enhancing Ukrainian capacity to counter disinformation, removing landmines and advancing for accountability for violations of international law. Canada also contributed \$4 million in 2022-23 to the Partnership Fund for a Resilient Ukraine, which engaged 51 communities and supported the repair and restoration of utilities in 25 war-damaged public buildings, including community infrastructure, hospitals and schools.

Canada promoted peace through training, advocacy and prevention as an integral aspect of countering terrorism and extremism. For example, through \$1.3 million for Search for Common Ground in Tunisia, a primary school curriculum centred on local expertise and content, over 2,681 children and youth were directly engaged to develop skills in peace education, countering violent extremism and promoting gender equality. The initiative enhanced the capacity of educators to design and develop a peace education curriculum and resulted in 342 pilot testing exercises in 19 schools. The project also increased Tunisian youth engagement on the importance of civic values, community resilience and gender equality through the launch of 15 peace clubs in 13 governorates. Together, these clubs conducted over 208 civic activities focused on digital peacebuilding, youth-led research and inclusive dialogue.

Mozambique Peace Process project

In 2022-23, Mozambique’s pursuit of definitive peace and national reconciliation made impressive strides. This was particularly true on Disarmament, Demobilization and Reintegration, a key element underpinning the 2019 Maputo Accord for Peace and National Reconciliation. Working in partnership with the UN and the Peace Process Secretariat, Canada and other donors contributed to the Support to Mozambique Peace Process project, which led to the closure of 15 of 16 military bases and the demobilization of over 4,800 ex-combatants.

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

In 2022-23, Canada continued to collaborate with partners to support the development of innovative solutions and produce better results that achieve greater impact for the people who need it the most. GAC continued to adopt new digital tools to enhance virtual communication capacities, align with international partners’ digital service standards, collect better data and make evidence-based decisions. To recognize and further strengthen innovation capacity among

staff and partners, GAC continued to partner with the Canadian Foreign Service Institute to deliver its course on the integration of innovation in international assistance to enhance development results, which was developed in consultation with the International Development Research Centre and launched in 2022.

Through Grand Challenges Canada, Canada committed \$32 million to fund innovations in 42 countries to address challenges in humanitarian settings; maternal, newborn and child health early childhood development; mental health; sanitation; sexual and reproductive health and rights; and safe abortion in 2022-23. For example, support to the Ipas Development Foundation in India included a youth-based sexual and reproductive health (SRH) service outreach program; an artificial intelligence-powered chatbot which offers SRH services, such as referrals to providers and counselling support; and comprehensive abortion and contraceptive care. The program enhanced SRH services to 58,800 women in India, resulting in 16,057 lives improved. Canada also supported Nesta's Afri-Plastics Challenge in sub-Saharan Africa, which promoted the development and scaling up of innovative solutions to marine plastic waste. The Challenge contributed to marine plastics reduction in a way that also promoted gender equality and the empowerment of women and girls in developing countries.

In 2022-23, \$4.15 million to Canada's Technical Assistance Partnership (TAP) enabled the department to leverage innovative and diverse partnerships and support responsible governance. To strengthen the capacity of national-level institutions to manage policies and practices in a more effective, accountable, sustainable, gender-responsive and inclusive way, 45 Canadian experts from the academia, private and public sector were sent to 18 developing countries. For example, TAP partnered with the Office of the Commissioner for Federal Judicial Affairs Canada to deploy 5 Canadian judicial experts to assist Colombia in strengthening the implementation of gender-based policies into its judiciary system and National Gender Commission and share knowledge about Canada's specialized Indigenous courts.

Canada continued to support the ongoing Small and Medium Organizations (SMOs) for Impact and Innovation initiative and its Fund for Innovation and Transformation (FIT), which provided a key platform for testing innovation in international assistance that advanced gender equality in developing countries. In 2022-23, FIT supported 12 new initiatives with high innovative potential by Canadian SMOs, with a total of 54 initiatives since its launch in 2019. This included a project with LISS Technologies, which tested easy-to-use, low-cost, solar-powered breast pumps to address breastfeeding challenges for mothers with limited access to breastfeeding support in Somalia. Test results indicated that mothers using the solar-powered breast pump were less likely to reduce their breastfeeding (14%) than mothers who did not (37%).

Plant in a box

Canada supported UNICEF to procure 7 ready-to-deploy Oxygen Plant-in-a-Box, packages, which are comprised of a fully functional pressure swing adsorption oxygen system that can be installed within existing health facilities or constructed in shipping containers. These packages are used to provide medical-grade oxygen to health facilities in low-resource settings, and those faced with a sudden emergency, including rising COVID-19 cases. Each Oxygen Plant-in-a-Box can simultaneously provide round-the-clock oxygen for 100 children with severe pneumonia or 50 to 60 COVID-19 patients.

Through deployment of repayable contributions by the International Assistance Innovation Program (IAIP) to the Energy Access Relief Fund, low-interest loans were issued to 75 companies that provide access to off-grid solar energy, enabling them to avoid bankruptcy and continue operations. These companies provided clean energy to almost 3.36 million people, 50% of them women, with many homes benefiting from electric lighting for the first time. More than 14,800 entrepreneurs, including almost 5,600 women, also used this energy access to support their business activities. In continuing to operate, they helped replace fossil fuels with clean energy, avoiding the emission of 3.9 million tonnes of CO₂ equivalent. In support of addressing the \$42 billion financing gap facing women entrepreneurs in Africa, IAIP also provided a repayable contribution to the Affirmative Finance Action for Women in Africa initiative in 2021, unlocking financing of \$98 million to women-led SMEs. As a result, in 2022 approximately 5,000 women-led SMEs were able to access loans ranging from \$3,000 to \$1.5 million, which successfully enabled partner financial institutions to extend credit facilities to businesses that normally would not qualify.

Canada also partnered with the International Development Research Centre and the Bill & Melinda Gates Foundation to mobilize research for development and results that pay for themselves, advancing the production and commercialization of vaccine technology for under-researched livestock diseases. Using drone delivery, 3 rounds of I-2 vaccinations against Newcastle Disease reached 80,542 poultry being raised by 2,829 farmers in Ghana in 2022-23. To reduce barriers for women livestock smallholders to retain livestock vaccines, made otherwise difficult because of the lack of cold chain vaccine storage, 27 solar refrigerators were made available and accessible in rural areas. Additionally, this project trained 23 animal health service providers, 18 of whom are women, to deliver animal health services to approximately 140,000 households (500,000 people) in Kenya, Uganda and Rwanda.

Results achieved

The following table shows, for Development, peace and security programming, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Improved physical, social and economic well-being for the poorest and most vulnerable, particularly for women and girls, in countries where Canada engages.	Number of people trained in demand-driven technical and vocational education and training.	30,000	March 31, 2023	13,654 (7,777 women, 4,943 men, 934 gender not indicated)	20,573 (15,540 women and 5,033 men)	51,076
	Number of people reached with nutrition-specific interventions.	150 million	March 31, 2023	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	174,472,756
	Number of entrepreneurs, farmers and smallholders provided with financial and/or business development services through GAC-funded projects.	1 million	March 31, 2023	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)	6,182,767

	Number of individuals with an enhanced awareness, knowledge or skills to promote women's participation and leadership in public life.	100,000	March 31, 2023	Not available New indicator	231,182 (173,023 women, 26,626 men and 31,533 gender not indicated)	102,047
	Number of beneficiaries (m/f) from climate adaptation projects supported by GAC.	To be decided	March 31, 2023	5.9 million	2,772,525 (1,624,576 women, 1,134,240 men and 13,709 gender not indicated)	4,808,548
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.	40 million	March 31, 2023	Not available New indicator		34,973,510 ⁷
	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, 2023	1,914	1,802	2,937

⁷ This target was not met primarily due to the closure of 2 projects that had contributed significant data in 2021-22. Targets are expected to be reached going forward as newly approved programming achieves results.

Reduced suffering and increased human dignity in communities experiencing humanitarian crises.	Number of beneficiaries that receive emergency food and nutrition assistance in relation to need and in consideration of international response.	Not applicable		115.5 million	128.2 million	160 million
	Number of refugees and internally displaced persons assisted and protected.	Not applicable		Refugees: 13.1 million; IDPs: 48.6 million	Refugees: 21.3 million IDPs: 51.3 million	Refugees: 29.4 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.	Not applicable		356,373	391,318	392,498
Improved peace and security in countries and regions where Canada engages.	Percentage of international assistance that targets fragile and conflict-affected states.	Not applicable		40%	49%	48%
	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	170	March 31, 2023	202	255	252

	destruction and related materials.					
	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.	Not applicable		\$222.1 million	\$202.4 million	\$193.7 million
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, 2023	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	35 Total ⁸ : 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)

⁸ Fewer new projects resulted from calls for proposals and there were reduced opportunities to engage with new partners given the ongoing impacts of COVID-19.

					(international)	4 private sector (foreign)
	Percentage of initiatives implementing innovative solutions in the delivery of international assistance.	13.8%	March 31, 2023	Not available New indicator		6.8% ⁹

Budgetary financial resources (dollars)

The following table shows, for Development, peace and security programming, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
4,662,048,606	4,662,048,606	6,568,021,300	6,411,859,950	1,749,811,344

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
1,172	1,137	-35

Financial, human resources and performance information for GAC's program inventory is available in [GC InfoBase](#).ⁱⁱⁱ

⁹ The department continued to apply strict criteria to measure successful innovation. Further, the collection of information by partners and the achievement of positive results has taken longer than anticipated.

Core responsibility 4: Help for Canadians abroad

Description

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

Results

In a turbulent year, which included several international crises and emergencies as well as the ongoing impacts of the COVID-19 pandemic, GAC continued to provide high-quality consular and emergency management services to Canadians working, studying, volunteering or travelling abroad. In 2022-23, GAC successfully provided consular services in support of Canadians around the globe in 177 countries, in collaboration with federal, provincial, territorial and local governments, international partners, the private sector and civil society organizations. These services included providing timely and accurate travel information, assistance to Canadians abroad, safe return to Canada and passport service delivery abroad. GAC also worked with allies to provide emergency consular services to Canadians in areas of conflict or danger, as well as in locations where Canada has a limited presence. GAC also led concrete global cooperation against arbitrary detention for leverage in diplomatic relations in support of Canada's Declaration Against Arbitrary Detention in State-to-State Relations.

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

To provide timely, trusted and up-to-date travel advice and information for Canadians abroad, in 2022-23, GAC made more than 4,300 updates to travel.gc.ca, the department's destination-specific travel advice and advisories website. The website also added new targeted content related to travelling with medications, travelling with children, travelling with a disability and storm seasons. In 2022-23, there were nearly 87 million visits to travel.gc.ca, including almost 19 million visits to destination-specific pages. This allowed Canadians to receive real-time and potentially life-saving information and advice during several emergencies impacting Canadians abroad, including the illegal invasion of Ukraine by Russia; the repatriation of Canadians in Syria; the response to the earthquake in Türkiye; the coup d'état in Burkina Faso; and ongoing civil unrest in Haiti.

To raise awareness of consular services, GAC launched a new consular services brand, promotional materials for which were largely produced by Canadian small and medium-sized businesses owned by women and/or Indigenous peoples. GAC also worked with other federal departments and agencies to increase awareness of advice and advisories through advertising campaigns as well as to coordinate communications responses to consular emergencies, including by amplifying messages via social media and promoting participation in the Registration of Canadians Abroad service. As part of its work to raise awareness, in 2022-23, more than 120 of GAC's missions carried out targeted engagement with Canadians as well as advocacy initiatives with local authorities to promote and increase understanding of consular services.

Similarly, in 2022-23, the department funded 20 missions to support advocacy initiatives on various themes through its Consular Advocacy Initiative Fund (CAIF). Over \$88,000 was disbursed to GAC offices in different parts of the world to raise awareness among foreign governments and stakeholders on issues affecting the safety of Canadians abroad. Several initiatives advanced consular and departmental priorities, including access to arrested and detained Canadians; the safety of women and children; and mental health.

By enhancing and leveraging domestic and international partnerships, GAC was able to support consular services provided to vulnerable Canadians abroad. GAC's embassies and consulates abroad strengthened their networks with a range of service providers including lawyers, hospitals, tourism authorities and non-governmental organizations, with a view to enhancing referrals and improving services to Canadians overseas. The department collaborated with 25 civil society organizations and other government departments to exchange knowledge on GAC's consular mandate and the needs of vulnerable Canadians abroad. Through the strengthening of these relationships and their collaboration with support services upon arrival, GAC consular officials were able to facilitate the safe return to Canada for vulnerable individuals and families experiencing a range of complex issues such as forced marriage, child welfare concerns or domestic violence.

Advancing cooperation against arbitrary detention continued to be an important priority for the department. The global coalition against arbitrary arrest, detention and sentencing has continued to grow, and 4 new endorsements were secured for the Canada-led Declaration Against Arbitrary Detention in State-to-State Relations, bringing the total to 72 endorsements. In December 2022, the department received approval from the Treasury Board for resources to be dedicated to creating an Office of Arbitrary Detention Initiative (ADI) to advance the initiative internationally. Milestones included the creation of a group of well-respected international law experts to provide legal expertise and recommendations; consultations with endorsing countries and civil society actors to discuss potential partnerships; and the addition of 5 research positions to increase knowledge and capacity on arbitrary detention.

Canadians abroad receive timely and appropriate government services

GAC continued to provide effective and efficient consular services to Canadians through more than 260 points of service. In 2022-23, the department managed almost 162,000 new consular and routine cases, including close to 5,900 cases concerning Canadians who required urgent consular assistance while travelling or residing abroad, with over 97% meeting the service standard for an initial response. GAC pursued its efforts to modernize consular service delivery to Canadians through the ongoing maintenance and enhancements of the new case, contact and emergency management system that was launched in 2021. In 2022-23, 255 system improvements were made based on feedback from the consular network.

Through the Emergency Watch and Response Centre, GAC provided 24/7 monitoring of emergency and security events that impacted travelling Canadians. GAC worked tirelessly to provide emergency consular services during international crises, such as the events that unfolded in Ukraine and the earthquake in Türkiye and Syria. GAC continued its active engagement with

international partners, such as the Five Eyes, the EU and India, to exchange on modernization efforts, complex consular issues and explore opportunities to strengthen Canada’s response to consular crises. To ensure timely and appropriate services to citizens abroad, as part of the Canada-Australia Consular Services Sharing Agreement, the list of countries and territories where Canadians can receive consular services from Australian officials where Canada does not have an office, and vice versa, was expanded to a total of 40.

In line with Canada’s feminist foreign policy, in 2022-23, GAC reinforced and developed new relationships with domestic and international actors to facilitate specialized support to vulnerable clients and to strengthen guidance provided to consular officers abroad. Among other issues, this guidance covered cases of domestic violence, forced marriage, sexual orientation and gender identity and expression change efforts (SOGIECE) and child welfare, including the return to Canada of vulnerable unaccompanied minors. Missions abroad engaged in targeted outreach with a wide variety of organizations, including shelters for women and children, 2SLGBTQI+ organizations, mental health providers and civil society groups targeting sexual abuse and gender-based violence, to enhance the guidance provided to vulnerable clients.

Guidance on conversion therapy

In September 2022, Canada’s internal consular policy guidelines were updated to provide direction to consular services officials on cases involving conversion therapy. Over 200 consular service officials attended a training session on procedures to assist consular clients impacted by this practice. Furthermore, GAC developed and launched a public web page that provides information on services available to Canadians affected by conversion therapy.
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Passport services continued to be delivered by consular offices abroad with 133,000 passport applications processed in 2022-23, 94% of which were completed within the 20-business day service standard. As well, GAC actively supported Immigration, Refugees and Citizenship Canada (IRCC) in a major passport modernization initiative that leverages a new platform to facilitate passport processing and improve the overall client experience for Canadians, as well as equip Canadians with enhanced security features for travel documents. This work culminated in the unveiling of a new Canadian passport design in May 2023.

Honorary consuls provide essential consular assistance and support on behalf of the Canadian government in places where no Canadian diplomatic mission or consular office exists. Guided by recommendations from an internal audit of the Honorary Consul Program released in December 2022, the department took steps to enhance and modernize guidance provided to supervising missions, including training of honorary consuls, the opening of honorary consulates, and helping missions strengthen their oversight of the 106 honorary consuls. In 2022-23, a total of 36 incumbent honorary consuls were reappointed, through Orders-in-Council, to continue representing Canada abroad; 22 individuals were appointed for the first time, of which 16 were women (76% of new appointments). The increase in women’s representation from 30% in 2017 to 47% in 2023, aligns with the government of Canada’s feminist policies, actively promoting diversity and inclusion through the strengthening of the program.

Results achieved

The following table shows, for Help for Canadians abroad, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Canadians have timely access to information and services that keeps them safer abroad.	Number of Canadians who use the department's travel outreach product, including digital initiatives	5% increase in annual unique page views of travel.gc.ca	March 31, 2023	9.7% decrease (27,899,927 visits)	339% increase (116,390,155 visits)	44% decrease ¹⁰ (65,658,745 visits)
		2% increase in total number of installations of Travel Smart app annually	March 31, 2023	555% decrease in iOS installation (5,550) 352% decrease in Android installation (5,855)	167% increase in iOS downloads (14,382) 85% increase in Android downloads (11,066)	Not available ¹¹
		2% increase in social media followers	March 31, 2023	25.9% increase (512,447)	21.31% increase (621,697)	6.17% increase (662,250)
	Percentage of consular cases	90%	March 31, 2023	Initial response within 1 business day for	Initial response within 1 business day for	Initial response within 1 business day for

¹⁰ As COVID-19 travel restrictions eased globally in 2022, fewer travelers visited travel.gc.ca compared to the unprecedented traffic in 2020 and 2021. When COVID-19 sections of travel.gc.ca are excluded, there is only a 9% decrease (34,100,105), which still represents a higher total number of visits than pre-pandemic levels.

¹¹ The Travel Smart App has been removed from the Apple and Google Play stores, therefore no results are reported. This change has been reflected in GAC's published 2023-24 Departmental Plan.

	actioned within the established service standards			consular cases: 97% Within 1 month of detention: 89% Within 1 month of sentencing: 91% Within 3 months after transfer: 100% Annually: 97%	consular cases: 96% Within 1 month of detention: 93% Within 1 month of sentencing: 89% Within 3 months after transfer: 100% Annually: 92%	consular cases: 97% Within 1 month of detention: 96% Within 1 month of sentencing: 90% Within 3 months after transfer: 97% Annually: 90%
	Number of Canadians who have been assisted through the 24/7 Emergency Watch and Response Centre	Not applicable		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	85,981 calls handled 80,725 emails handled 20,262 live chats 6,724 other communications (SMS, WhatsApp, Telegram) 2,137 cases managed
	Number of employees trained and available to deploy in response to a crisis	1290 people trained and 50 exercises completed	March 31, 2023	2,377 employees participated in emergency management training and exercises; 130 exercises completed	1,406 employees participated in emergency management training and exercises; 36 exercises completed	2,085 staff trained in crisis response; 66 exercises completed
Canadians abroad receive timely and appropriate	Percentage of Canadian clients who expressed satisfaction with the	90%	March 31, 2023	90%	91%	91%

government services.	service(s) received					
	Percentage of passport applications that are processed within service standards	90%	March 31, 2023	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%	Passports Regular: 94% Temporary: 99% Emergency: 98% Citizenship: N/A

Budgetary financial resources (dollars)

The following table shows, for Help for Canadians abroad, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
52,693,594	52,693,594	59,833,425	59,037,704	6,344,110

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
374	387	13

Financial, human resources and performance information for GAC’s program inventory is available in [GC InfoBase](#).^{iv}

Core responsibility 5: Support for Canada’s presence abroad

Description

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

Results

Amid the pandemic and international conflicts, GAC played an essential role in supporting and ensuring the continuation of missions and services provided by embassies, high commissions and consulates. In 2022-23, Canada’s presence abroad was strengthened through the implementation of streamlined operational processes; digital workplace solutions; the modernization of its employment regulations and network infrastructure; and the greening of missions. GAC increased its capacity to deliver services digitally through cloud-first solutions and enhanced collaboration capabilities of its employees by investing its international network infrastructure. The department continued to ensure the health, safety, and security of its personnel by enhancing its cyber security capabilities, providing access to health care services and training opportunities, and conducting assessments across its mission networks.

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

GAC is responsible for providing common services that support the priorities and employees of multiple federal departments and agencies, provincial governments and foreign co-locators, located at missions abroad. In 2022-23, GAC improved the management and delivery of common services in a way that is cost-effective, through better resource management and increased collaboration with clients, partners and co-locators. In addition, GAC engaged in activities to implement systematic reviews of its footprint abroad and streamlined governance for low-risk real property projects while meeting requirements. Across its mission network, GAC’s 7 Common Services Delivery Points are responsible for providing standardized support services, business processes and access to functional expertise in finance; contracting and procurement; and Locally Engaged Staff (LES) recruitment. These improvements and regionalized delivery centres resulted in greater accountability and enhanced client services.

The return to the workplace has heightened the need to modernize and improve the performance of GAC’s international digital network infrastructure and enable a secure, cloud-capable and collaboration-friendly environment. In line with GAC’s Digital Strategy, the department continued to implement and support digital workplace solutions that help transform the day-to-day business operations of its Foreign Policy and Diplomatic Services, International Development Services, Trade Commissioner Services, and Consular Services. For example, the development of innovative cloud-first solutions using Microsoft Dynamics 365 enabled new functionalities that better serve users working in or out of the office or using mobile devices, and enabled the collection of rich data for business intelligence. As part of the Application Modernization Program, GAC successfully retired 8 legacy applications and modernized 7

applications to the new state-of-the-art enterprise data centres, increasing application stability and security. These improvements increased the capabilities and productivity of GAC’s workforce, and engaged with programs to rethink and optimize how services are delivered to Canadians and partners abroad.

To improve the connectivity, resiliency and reliability of its digital tools at missions, GAC invested in the modernization of its network infrastructure. GAC tripled its Internet bandwidth and deployed Wi-Fi at 40 mission sites, and On-Net Wi-Fi capabilities at 25 mission sites. Building on its successful implementation in the last 2 fiscal years, GAC also continued the rollout of the Virtual Mission Model solution to 13 new sites in 2022-23, delivering needed performance improvements to digital communications and collaboration solutions at those missions.

In support of the long-term sustainability of Canada’s missions abroad, GAC continued to advance the Mission Portfolio Plans for 35 missions abroad in 2022-23. These plans guided investments toward highest priorities, including for asset stewardship and greening government operations, and identified funding requirements for the long-term. GAC delivered demonstrable results in greening missions and reducing Canada’s greenhouse gas emissions abroad. As part of the implementation of GAC’s Sustainable Development Strategic Framework for Canada’s Missions Abroad, the department produced and implemented a Portfolio Net Zero Carbon Strategy and a Portfolio Climate Change Risk Assessment. Both of these tools support GAC in its responsibilities toward greening government by promoting the reduction of emissions across its real-property portfolio and providing an understanding of the risks posed by the impacts of climate change to GAC’s global operations. In 2022-23, GAC supported energy retrofits at missions by installing 2 EV charging stations, leading a Single-Use Plastics Reduction Challenge, completing 10 green building certifications and conducting energy, water and/or waste audits at 22 missions.

GAC’s 2020-2025 Management Consular Officer Workforce Strategy supports Canada’s presence abroad by ensuring that GAC can recruit, retain and develop a diverse workforce with the leadership qualities and skills required to meet current and future global challenges. The Strategy Action Plan tracked progress against 4 priorities, including: increase and retain talent of foreign service officers; focus training; drive a “field-first” orientation to reduce workload stress; and strengthen the framework for talent development. In 2022-23, implementation of the action plan resulted in a reduction of workforce gaps in foreign service officers and the delivery of 6 regional training sessions, including a mental health pilot in collaboration with Health Canada and the Mental Health Commission of Canada.

As part of the Locally Engaged Staff (LES) policy framework renewal, GAC worked to modernize the LES Employment Regulations to ensure adherence with modern Government of Canada staffing values. The proposed revisions will generate efficiencies and consistency while allowing flexibility for missions to reflect local contexts. GAC also continued to implement the multi-year LES Benefits Modernization initiative to streamline the design and delivery of LES benefits. As part of the initiative’s new management framework, GAC successfully staffed 7 new regional benefits advisers who will provide expertise to headquarters and guide missions. The

LES program also initiated a policy review for the Standard of Care for LES to ensure increased support for staff experiencing crisis situations.

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

GAC’s Global Security Framework and 5-year Departmental Security Investment Plan have strengthened safety and security for GAC staff and departmental information and assets abroad, ensuring that funding is allocated to top priority initiatives to mitigate pressing threats at missions. For instance, in 2022-23, GAC conducted seismic assessments on 8 chanceries and official residences located in high seismic zones. The department also conducted 28 Vulnerability Assessment Visits across its mission network. The ensuing reports identified new physical and operational security measures to help ensure the protection of personnel, information and assets abroad.

Embassy of Canada in Ukraine
<p>The ongoing war in Ukraine posed substantial logistical challenges to ensuring the safety and security of staff located at the Embassy of Canada to Ukraine. To ensure the physical security of its personnel, GAC successfully delivered 3 armoured vehicles and requested the assistance of the Canadian Armed Forces, which continued throughout the year. Strict movement protocols and tracking were put in place and several physical security upgrades were implemented, enabling staff to safely perform their duties under very difficult circumstances.</p>

In 2022-23, GAC increased its capacity to provide Hazardous Environment Training in Ottawa and abroad, helping to prepare staff for high-risk or dangerous situations. GAC held 23 in-person sessions in Canada and 8 sessions abroad for a total of 541 people trained, with an additional 172 people completing the course online, and 624 people completing the online Personal Security Seminar. Regional Emergency Management Offices abroad worked with over 74 missions to provide in-person and virtual training for more than 1,900 employees at missions. Remaining vigilant in the aftermath of the COVID-19 pandemic, GAC continued to ensure personnel abroad were appropriately protected from infections by procuring various Personal Protection Equipment and distributing over 6,000 doses of the COVID-19 vaccine.

In 2022-23, the department continued to enhance its cyber security capabilities and strengthen its IT security and infrastructure to better prevent, detect and respond to cyber threats on networks, platforms and devices. It also continued to modernize security to focus on data-level protection and zero-trust architecture, a strategic approach to cybersecurity that secures an organization by eliminating implicit trust and continuously validating every stage of digital interaction. Following the cyber incident in January 2022, GAC accelerated key work outlined in its Cyber Security Strategy, such as increasing human and technical resources in the Cyber Security Operations Centre and improving tools and processes. In 2022-23, GAC continued to work with other government departments and with industry to ensure GAC benefits from the use of advanced tools and from the implementation of improved protection of highly privileged accounts, to better enable detection and quarantine of threats.

Results achieved

The following table shows, for Support for Canada’s presence abroad, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Sound management and delivery of resources, infrastructure and services enables Canada’s presence abroad.	Percentage of partner organizations, indicating the resources, infrastructure, and services provided abroad met their needs.	75%	March 31, 2023	73%	74%	76%
	Percentage of the replacement value of the department’s real property portfolio spent on repairs, maintenance, and recapitalization.	2%	March 31, 2023	1.2%	2.5%	1.6% ¹²
	Percentage of Crown-owned properties abroad that were rated in good and fair condition based on the condition categories in the Directory of Federal Real Property.	85%	March 31, 2023	86%	90%	85%

¹² The 2% target is no longer mandated by Treasury Board Secretariat and departments are now responsible for developing their own target. The target is currently being examined and any changes will be reflected in future reporting cycles.

Personnel are safe, missions are more secure and government and partner assets and information are protected.	Proportion of security risk mitigation measures that address the priority risks identified in the Departmental Security Plan that are implemented.	75%	March 31, 2023	56%	69%	71% ¹³
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Budgetary financial resources (dollars)

The following table shows, for Support Canada’s presence abroad, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
1,202,126,646	1,202,126,646	1,289,928,327	1,143,526,320	-58,600,326

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
4,653	4,619	-34

Financial, human resources and performance information for GAC’s program inventory is available in [GC InfoBase](#).^v

¹³ Project delays can be primarily attributed to procurement and contracting delays, global supply chain issues, technical challenges and increased costs, many of them pandemic-related.

Internal services

Description

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

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

Results

GAC laid the groundwork in 2022-23 for a stronger, more modern and more resilient organization. Progress achieved included putting in-place departmental strategies and plans to reflect the current digital priorities and enable overall business transformation, including the Grants and Contributions Transformation and Future of Diplomacy initiatives. GAC also took measures to fill long-vacant positions, implement a hybrid work model for Canada-based staff that focused on mandate delivery and employee well-being, and collaborate with other government departments and private partners to strengthen GAC support to staff and their families overseas, particularly in times of crisis.

The 4 main priorities that steer GAC's approach to ensuring its internal services are fit for purpose and support a workforce that is healthy and engaged in implementing departmental transformation strategies are to:

- Sustain COVID-19 response and prepare for future pandemics;
- Strengthen operations and asset management;
- Develop the workforce of the future; and
- Enable a digital transformation.

Sustain COVID response and prepare for future pandemics

GAC took a number of steps in 2022-23 to maintain organizational resilience in the context of COVID-19 as well as engage in business planning to position the department to respond

effectively to potential future pandemics. For example, GAC increased IT support capacity to help employees at headquarters work in the new hybrid model. GAC also developed communication products and ensured data-access to better inform employees and support GAC decision-making and research, and deployed solutions to enhance collaboration in a pandemic context. The department continued to engage in the evaluation and improvement of measures to maintain health and safety, and improve HR capacity to support all operations both the current environment and in the future.

GAC, in collaboration with the Public Health Agency of Canada, the National Operations Center, the National Emergency Strategic Stockpile and the Canadian Armed Forces, effectively executed a third COVID-19 Vaccination Campaign to safeguard the health and well-being of employees and their dependants and thereby ensuring business continuity at missions abroad. A total of 6,250 vaccines and booster doses were administered to a diverse group of 2,861 individuals, encompassing Canada-based staff, dependants, locally engaged staff and other employees from various government departments. Notably, COVID-19 vaccinations were extended to personnel stationed across a comprehensive network of 67 missions across all continents.

Strengthen operations and asset management

In 2022-23, GAC engaged in activities aimed at evolving its future footprint, modernizing financial management and investment planning, and transforming the grants and contributions process, and green government operations. For example, GAC reduced its IT physical footprint and improved its flexibility to deliver services by converting 150 development workstations into virtual workstations.

GAC defined future state roles and responsibilities for some financial services groups identified in the Financial Management Service Delivery Model to effectively deliver key related services, particularly in a hybrid work environment. Further, the department modernized digital tools for budget planning and forecasting.

The Grants and Contributions Transformation Initiative (2022-27) seeks to modernize systems, processes and tools, to allow for more responsive, effective, transparent and accountable management of grants and contributions and provide increased value and improved service delivery to Canadians. GAC also developed a departmental framework for a risk-informed approach to due diligence for NGO partners of varying capacities.

In terms of greening government operations, GAC engaged in a variety of initiatives in 2022-23 to reduce paper dependency such as creating paperless roadmaps for all branches, special bureaus and missions; increasing the number of paperless inquiries (such as questions, coaching, training, etc.); and including paperless objectives in employees' departmental performance management agreements.

Develop the workforce of the future

In 2022-23, GAC continued its work to increase diversity, equity and inclusion among staff; strategically manage talent to maximize the workforce for both now and in the future; and

increase management and personnel agility. For example, GAC made progress on its work to analyze employment equity data to inform departmental actions and improve representation.

Anti-racism initiatives were prioritized in 2022-23. Now in its third year of implementation, the Anti-racism Strategy Action Plan is supported by a strong performance measurement framework with indicators being monitored closely. As of September 2022, 14 out of 16 branches had anti-racism, equity, diversity and inclusion plans in place. Further, GAC successfully delivered its first series of executive level-anti-racism training, implemented 2 iterations of the anti-racism employee survey, and participated in the 3 meetings held by the interdepartmental Deputy Ministers' Advisory Committee on Anti-racism.

GAC completed planned promotional activities to expand the Talent Management Program and attract talent in areas of emerging skills gaps (such as data analytics and artificial intelligence). The delivery of the multi-annual initiative on pool staffing continued in 2022-23, and senior management's implementation of the common hybrid work model for Canada-based staff of the federal public service was completed in 2022-23.

Enable a digital transformation

GAC worked hard in 2022-23 on establishing an enterprise-wide digital strategy that will prepare it to meet the challenges of the future. This comprehensive strategy enhances digital services, supports a digital workplace and builds a solid digital foundation. The evolving operating model enables a business transformation and the building of enterprise-scale digital capabilities and products.

Initiatives that the department worked on included launching a committee to ensure alignment of digital investments to business priorities; enhancing digital communications systems such as MS Teams; strengthening cyber security and cloud resiliency; and delivering key improvements to the Departmental Plan on Service and Digital (DPSD).

In 2022-23, GAC continued efforts to digitize its work. The department published new guidance and instructional videos on GAC's Working Paperless Playbook intranet page, which provides users with tips and tricks on how to adopt digital/paperless practices. GAC also launched "A-Day-In-The-Life-Of..." infographics to provide users with real-life examples of how to adopt digital tools in their day-to-day work lives.

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, GAC will develop and improve strategies for economic empowerment and increased diversity in procurement with regards to Indigenous businesses, with the aim of meeting the mandatory minimum target of 5% of total value of contracts awarded to Indigenous businesses annually by the end of 2023-24.

GAC will continue to build on the information training sessions led by Indigenous Services Canada that were organized for the department’s procurement community in 2022-23. Procurement officers were also required to complete the new mandatory Canada School of Public Services course entitled Indigenous Considerations in Procurement, with 90% of them having completed the course.

GAC modified its internal domestic procurement business processes to include Indigenous suppliers, when possible, for all traditional (invitational) tenders and continues to develop and implement various domestic procurement strategies to meet its target. The importance of this commitment was communicated to all employees to encourage fund centre managers to allocate at least 5% of their fiscal procurement budget toward Indigenous businesses, including for the purchase of office supplies on the standing offer. Business owners have also been asked to work with procurement officers to voluntarily set aside certain requirements for goods and services for Indigenous business competition under the Procurement Strategy for Indigenous Businesses, and identify Indigenous businesses’ capacity by using the Indigenous Business Directory.

As part of an outreach and communication strategy, procurement officers will continue to engage on a daily basis with clients to identify new opportunities for Indigenous procurement. Quarterly management reports will be prepared to effectively monitor GAC’s activities and progress toward the departmental 5% target of the total value of federal domestic contracts to be awarded to Indigenous businesses.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
272,488,656	272,488,656	363,709,091	346,830,255	74,341,599

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

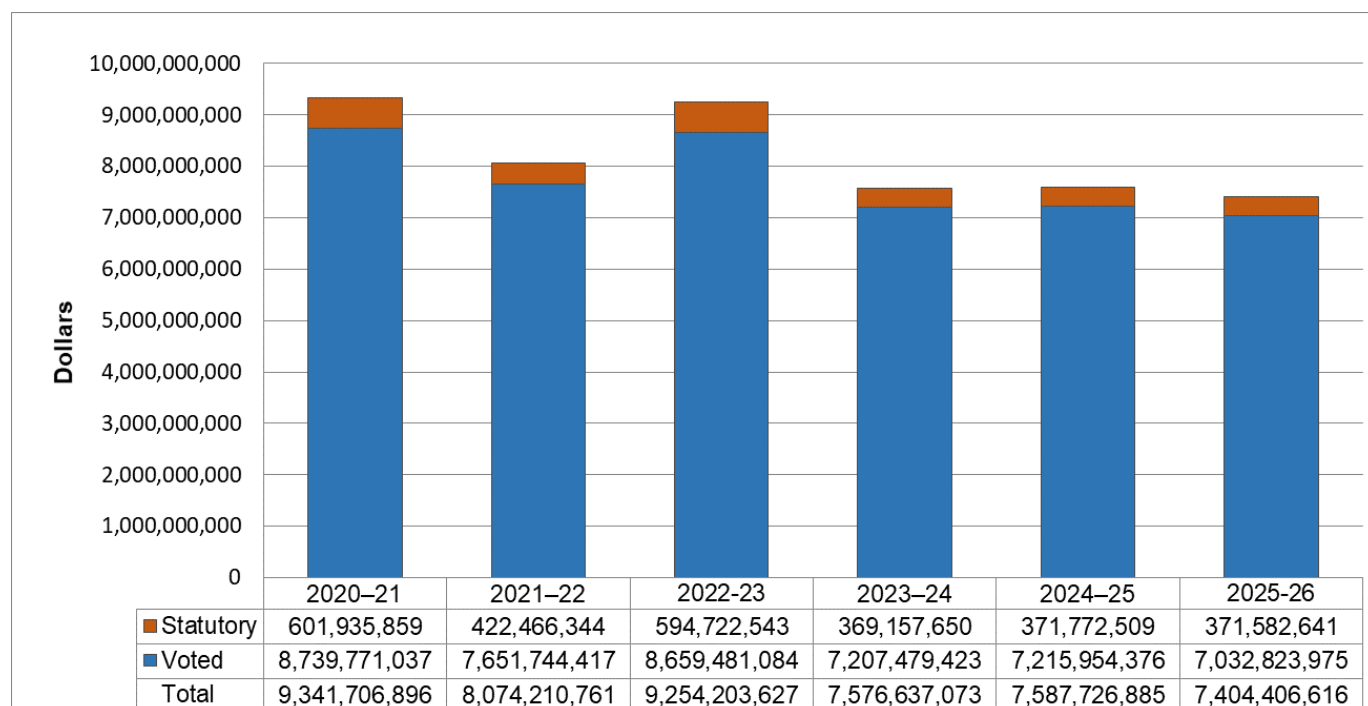
2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
1,974	1,901	-73

Spending and human resources

Spending

Spending 2020-21 to 2025-26

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



The above graph presents GAC’s spending trend from 2020-21 to 2025-26, divided into 2 spending categories: voted spending (in dark blue), which is provided by Parliament to support program delivery and for managing the department’s resources; and statutory spending (in red), for expenditures mandated by legislative regulations.

From 2020-21 to 2021-22, a decrease of \$1.3 billion in actual spending is attributable to the following initiatives for which the funding decreased:

- Pandemic responses related to COVID-19 and Consular assistance pursuant to the *Public Health Events of National Concern Payments Act*;
- Canada’s Middle East Strategy to address the crises in Iraq and Syria and the impacts on the region;
- Support to Canada’s Feminist International Assistance Policy;
- Initiatives to help developing countries address the impact of climate change;
- Funding for the Renewed Approach to Canada’s Development Assistance and Security Sector Support to Afghanistan; and
- Funding for the Export Import Control System project.

These decreases were offset by the following funding:

- Adjustment to increase the amount for the International Financial Institutions Capital Subscriptions;
- Strategic Priorities Fund for international assistance;
- Funding for Canada’s response to Crisis abroad;
- Funding for the Global Partnership for Education; and
- Funding to protect individuals at Canadian missions abroad (duty of care).

From 2021-22 to 2022-23, an increase of \$1.2 billion in actual spending is attributable to the following initiatives for which the funding increased:

- Funding to support Canada’s response to the global food and nutrition crisis, with a focus in sub-Saharan Africa;
- Funding for Canada’s response to advance Ukrainian resilience and early recovery;
- Funding to support Canada’s Feminist International Assistance Policy;
- Funding to protect individuals at Canadian missions abroad (duty of care);
- Funding of pandemic responses related to COVID-19;
- Funding to help developing countries address the impact of climate change;
- Funding in support of the financial intermediary fund for pandemic prevention, preparedness and response; and
- Funding for humanitarian assistance in Afghanistan.

These increases were offset by the following decreases:

- Strategic Priorities Fund for international assistance;
- Funding for Canada’s Middle East Strategy; and
- Funding for locally engaged staff salaries and related benefits incurred at missions.

From 2022-23 to 2025-26, GAC’s spending profile varies from \$9.3 billion in 2022-23 to \$7.4 billion in 2025-26. It is important to note that the planned spending for 2023-24, 2024-25 and 2025-26 was published in the 2023-24 Departmental Plan. These figures were prepared based on funding approved up until January 2023.

A decrease of \$1.9 billion is mainly attributable to the following initiatives that are planned to sunset or decrease in their authorities between 2022-23 and 2025-26:

- A decrease in funding to support access by developing countries to vaccines, therapeutics and diagnostics to fight COVID-19 (funding ended on March 31, 2023);
- A decrease in initiatives to help developing countries address the impact of climate change;
- A decrease in funding to support Canada’s response to the global food and nutrition crisis, with a focus in sub-Saharan Africa;
- A decrease in International Financial Institutions Capital Subscriptions;

- A decrease in funding to Canada’s Middle East Strategy to address the crises in Iraq and Syria and the impacts on the region;
- A decrease in funding to protect individuals at Canadian missions abroad (duty of care);
- A decrease in funding for the Global Partnership for Education; and
- A decrease in funding for humanitarian assistance in Afghanistan.

These decreases were offset by the following increased funding:

- An increase in funding for the Feminist International Assistance Policy;
- An increase in funding for the Peace and Stabilization Operations Program; and
- An increase related to inflation on overseas operations.

From 2023-24 to 2025-26, GAC’s planned spending profile is stable at \$7.6 billion.

Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for GAC’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
International Advocacy and Diplomacy	904,561,152	904,561,152	879,653,795	887,782,030	1,005,923,328	899,031,725	869,584,493	930,552,287
Trade and Investment	375,140,952	375,140,952	351,847,825	350,672,020	378,916,328	331,958,395	342,744,065	362,397,111
Development, Peace and Security Programming	4,662,048,606	4,662,048,606	4,728,599,642	4,765,775,073	6,568,021,300	6,675,018,497	5,432,062,149	6,411,859,950
Help for Canadians Abroad	52,693,594	52,693,594	66,738,805	68,336,952	59,833,425	135,456,113	54,898,131	59,037,704
Support for Canada’s Presence Abroad	1,202,126,646	1,202,126,646	1,256,548,540	1,222,322,574	1,289,928,327	982,828,418	1,063,117,825	1,143,526,320
Subtotal	7,196,570,950	7,196,570,950	7,283,388,607	7,294,888,649	9,302,622,708	9,024,293,148	7,762,406,663	8,907,373,372
Internal services	272,488,656	272,488,656	293,248,466	292,838,236	363,709,091	317,413,748	311,804,098	346,830,255
Total	7,469,059,606	7,469,059,606	7,576,637,073	7,587,726,885	9,666,331,799	9,341,706,896	8,074,210,761	9,254,203,627

The above table provides an overview of GAC’s financial activities over the past 3 fiscal years, and includes anticipated spending through to the 2024-25 fiscal year. It is important to note that the planned spending for 2023-24 and 2024-25 were published in the 2023-24 Departmental Plan. These figures were prepared based on funding approved up until January 2023.

The table includes Main Estimates (initial financial resources for the delivery of departmental programs), planned spending (actual anticipated spending over the course of the fiscal year), total authorities available for use (total amount GAC received in spending authority during the year), and actual spending (amount GAC actually spent in the specified fiscal year).

The variance of \$2.2 billion between planned spending (\$7.5 billion) and total authorities (\$9.7) in 2022-23 is related to the supplementary funding received during the fiscal year including:

- Funding to support developing countries’ access to vaccines, therapeutics and diagnostics to fight COVID-19;
- Funding to help developing countries address the impact of climate change;
- Funding to support Canada’s response to the global food and nutrition crisis, with a focus in sub-Saharan Africa;
- Funding for Canada’s response to advance Ukrainian resilience and early recovery;
- Funding for Canada’s Middle East Strategy to address the crises in Iraq and Syria and the impacts on the region;
- Funding for humanitarian assistance in Afghanistan;
- Funding for Canada’s Engagement in United Nations Peace Operations and Peacebuilding; and
- Operating and capital budget carry-forward from the previous fiscal year.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of GAC’s core responsibilities and to internal services.

Human resources 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 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
International Advocacy and Diplomacy	2,342	2,369	2,490	2,447	2,405	2,433
Trade and Investment	2,077	2,057	2,110	2,069	2,140	2,110
Development, Peace and Security Programming	1,134	1,127	1,172	1,137	1,210	1,218

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Help for Canadians Abroad	405	403	374	387	565	560
Support for Canada's Presence Abroad	4,345	4,530	4,653	4,619	4,619	4,600
Subtotal	10,303	10,486	10,799	10,659	10,939	10,921
Internal services	1,873	1,823	1,974	1,901	1,907	1,895
Total	12,176	12,309	12,773	12,560	12,846	12,816

Expenditures by vote

For information on GAC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).^{vi}

Government of Canada spending and activities

Information on the alignment of GAC's spending with Government of Canada's spending and activities is available in [GC InfoBase](#).^{vii}

Financial statements and financial statements highlights

Financial statements

GAC's financial statements (unaudited) for the year ended March 31, 2023, are available on the department's website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	7,088,438,951	8,346,070,512	7,590,696,655	1,257,631,561	755,373,857
Total revenues	45,548,111	52,780,258	47,606,693	7,232,147	5,173,565

Net cost of operations before government funding and transfers	7,042,890,840	8,293,290,254	7,543,089,962	1,250,399,414	750,200,292
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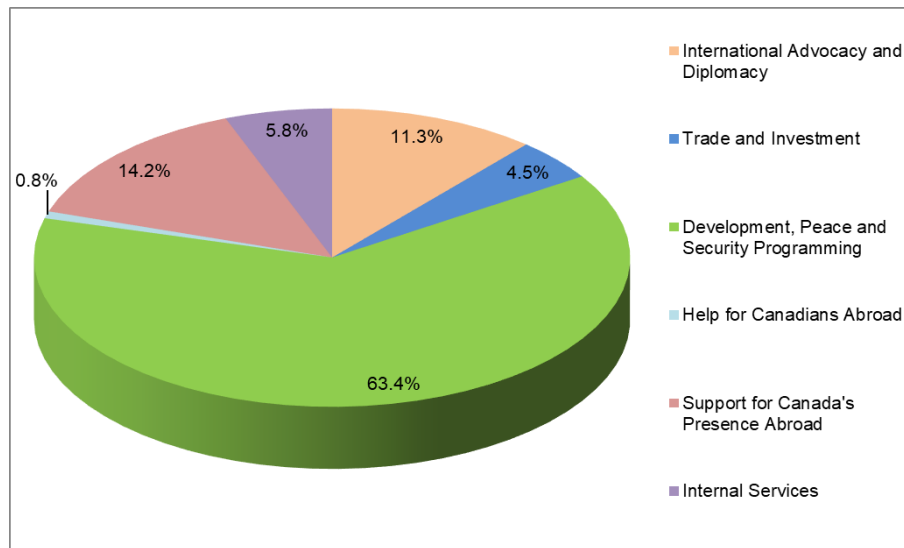
The 2022-23 planned results information is provided in [GAC’s Future-Oriented Statement of Operations and Notes 2022–23](#).^{viii}

Total expenses

GAC’s total expenses increased by \$755 million or 10% compared to 2021-22, which is mostly explained by the following:

- An increase of \$678 million in transfer payments mostly explained by a resumption of activities following the end of the COVID-19 pandemic. The increase compared to prior year is mainly attributable to:
 - Increase of \$493 million in grants for multilateral programming;
 - Increase of \$81 million in payments to international banks and financial institutions;
 - Increase of \$51 million in contributions for partnerships with Canadian programming;
 - Increase of \$38 million in contributions for multilateral programming;
 - The remaining increase of \$15 million is due to multiple smaller increases; and
- An increase of \$77 million in operating expenses primarily due to an increase in:
 - Salaries and wages for indeterminate and casual Canadian-based staff;
 - Pension contributions to locally-engaged staff; and
 - Transportation expenses due to the removal of most travel restrictions brought on by the global COVID-19 pandemic. The lifting of these restrictions has enabled GAC to increase travel activities, which are now more consistent with total expenditures incurred before the occurrence of the global COVID-19 pandemic.

The distribution of actual expenses by core responsibilities is presented in the following chart.



GAC’s total expenses exceeded planned results by \$1,258 million or 18%, which is mostly explained by the following:

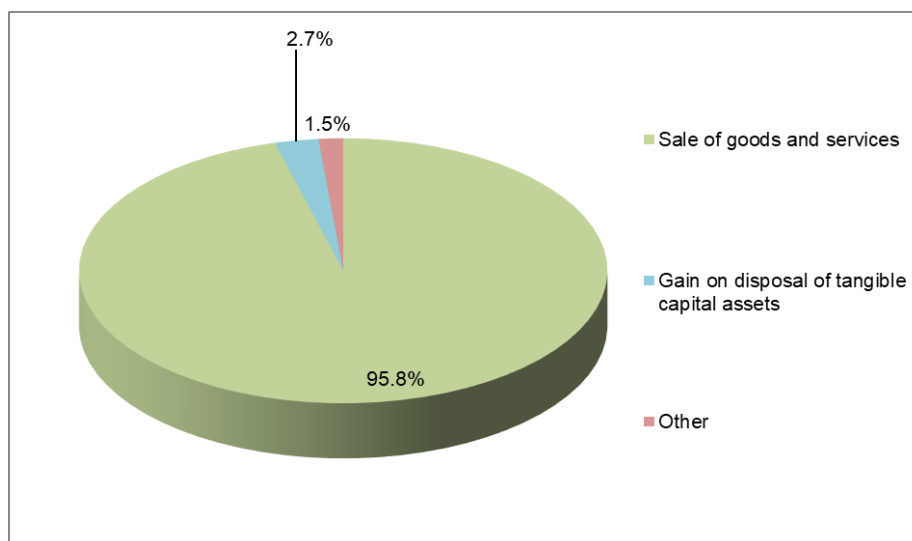
- Additional authorities approved by the Parliament (\$1,400 million) late in the fiscal year (Supplementary Estimates B & C) for additional funding to support:
 - Access by developing countries to vaccines, therapeutics and diagnostics to fight COVID-19;
 - Canada’s response to the global food and nutrition crisis, with a focus in sub-Saharan Africa;
 - Canada’s response to advance Ukrainian resilience and early recovery, immigration, settlement measures, temporary accommodations and income support for Ukrainians; and
- The remaining decrease of \$142 million is explained by differences resulting from estimates and assumptions used for the preparation of the future-oriented statement of operations compared to actual results.

Total revenues

GAC’s total revenue increased by approximately \$5 million or 11% compared to 2021-22, which is mainly explained by an increase in consular fees on passports, and an increase in passports issued in 2022-23 due to the lifting of travel restrictions and health measures resulting from the pandemic.

GAC’s total revenue exceeded planned results by approximately \$7 million or 18%, which can primarily be explained by an increase in foreign exchange unrealized gain, which was not taken into consideration in the forecasts estimated as at December 31, 2021.

The distribution of actual revenues by type is presented in the following chart.



Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	1,560,729,298	2,213,933,542	(653,204,244)
Total net financial assets	1,312,237,450	1,963,352,229	(651,114,779)
Departmental net debt	248,491,848	250,581,313	(2,089,465)
Total non-financial assets	1,822,727,927	1,800,357,239	22,370,688
Departmental net financial position	1,574,236,079	1,549,775,926	24,460,153

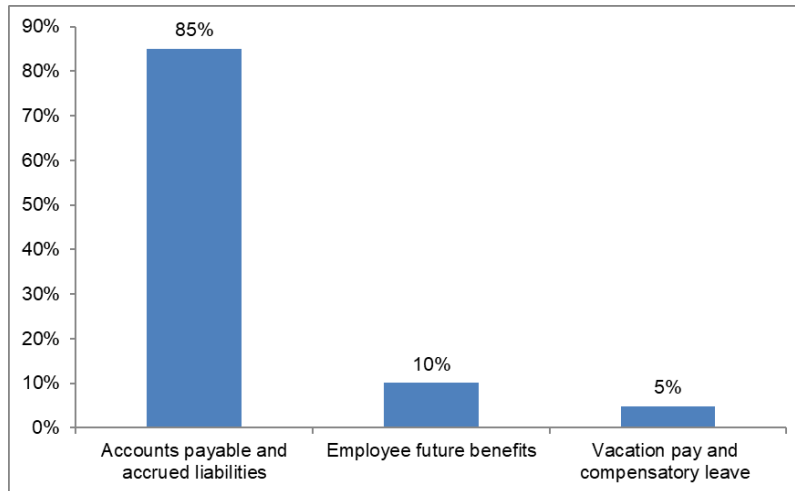
The 2022-23 planned results information is provided in [GAC’s Future-Oriented Statement of Operations and Notes 2022-23](#).^{ix}

Total net liabilities

GAC’s total liabilities decreased by \$653 million or 30% compared to 2021-22, which is mostly explained by the following:

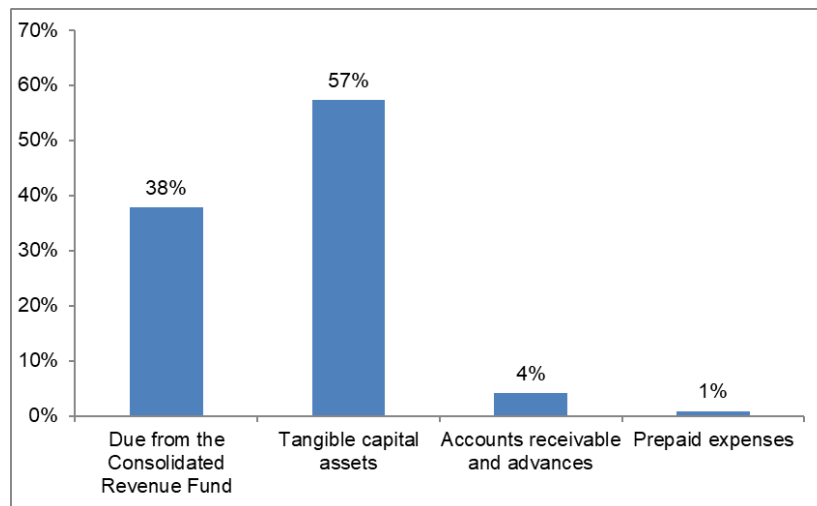
- A decrease of \$693 million in accounts payable as at March 31, 2023, as GAC improved its overall efficiency in signing and disbursing transfer payments. This resulted in the department spending 20% more in transfer payments in the first 9 months of the year, compared to the prior year and even to pre-COVID fiscal years;

- Increase of \$23 million in accrued salaries and wages recorded due to an increase in the base salary (for example, newly signed collective agreements) and overtime claimed during the year; and
- Remaining increase of \$17 million is due to multiple smaller increases.



Total assets

GAC’s total assets (including financial and non-financial assets) decreased by \$629 million or 17% compared to 2021-22, which is mostly explained by a decrease of \$614 million due from the Consolidated Revenue Fund (CRF), reflecting a decrease in accounts payables.



Corporate information

Organizational profile

Appropriate ministers: Mélanie Joly, Minister of Foreign Affairs; Mary Ng, Minister of Export Promotion, International Trade and Economic Development; and Ahmed Hussen, Minister of International Development.

Institutional head: 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[s]: [Department of Foreign Affairs, Trade and Development Act, S.C. 2013, c. 33, s. 174^x](#)

Year of incorporation / commencement: 1909

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

“[Raison d’être, mandate and role: who we are and what we do](#)” is available on GAC’s website.^{xi}

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letters](#).^{xii}

Operating context

Information on the operating context is available on GAC’s website.

In fiscal year 2022-23, the department faced an international environment beset by multiple crises, including intensifying climate change impacts, economic insecurity and inequality in many regions, sharpening geopolitical competition, upheaval in Haiti, and the continuing consequences of Russia’s invasion of Ukraine. As the world has fought to recover from the health and economic impacts of the COVID-19 pandemic, uncertainty and volatility have continued as dominant themes in international affairs.

Russia’s invasion of Ukraine dominated the international agenda due to its horrific human costs and nuclear threats, its disruption of global energy and food markets and the complications it added to diplomatic endeavours in many spheres of action. Russia’s illegal attack, as well as its global disinformation campaigns, have contributed to geopolitical division at a time when competition among major powers has sharpened. The crisis precipitated changes in the foreign and defence policies of multiple countries, as states reviewed defence spending, arms export controls, energy security and their relationships with Russia (such as Sweden and Finland joining NATO).

The collective response of NATO and a wide array of other states supporting Ukraine’s efforts to defend itself against Russia and denouncing Russia’s illegal invasion, was clear.

International cooperation also continued on a wide range of themes—from enhancing global food security to accelerating reform of international financial institutions and finalizing a new pact to protect global biodiversity. While not all multilateral efforts have been successful, the international agenda was particularly active with international summits and meetings as leaders and diplomats worked to address the diverse array of crises.

These crises, including in Sudan, Syria, Libya, Ethiopia, Yemen, the Democratic Republic of Congo, Lebanon, Venezuela, Iraq, Afghanistan, Haiti and the Sahel, continued to destroy lives and livelihoods this past year, with regional and international implications. No fragile and conflict affected state is on track to meet the SDGs on hunger, health, gender equality and women’s empowerment, and millions of people continue to be displaced due to conflict and instability. These challenges contributed to high levels of pressure across the international humanitarian system.

Efforts to implement solutions to challenges, from climate change to local conflicts, were affected by rising geopolitical competition. This competition influenced debates and actions across the rules-based international system (RBIS), impeding consensus and commitment to achieving the SDGs, and affecting the ability of multilateral institutions, from the World Trade Organization to the United Nations Security Council, to effectively fulfill their mandates. The RBIS continued to face multiple stresses, notably from authoritarian states seeking to shape it to service the narrow interests of their regimes. In particular, China’s assertive pursuit of its interests, advancement of unilateral claims, foreign interference and increasingly coercive treatment of other countries and economies had significant implications globally.

The repercussions of Russia’s invasion were extremely disruptive to the global economy, particularly for the most vulnerable countries and the most vulnerable populations facing heightened food and energy insecurity. Ongoing elevated inflation and high interest rates have led to debt distress in many developing countries and heightened uncertainty in global financial markets.

This volatile environment was exacerbated by the accelerated pace of the impacts climate change. Efforts to address the growing climate crisis and conduct energy transitions were central to decision-making and spending plans in many countries as competition over the economic benefits of a green transition sharpened. Efforts to reduce economic dependence on certain countries have prompted the return of industrial policies, supported by significant incentives for domestic investment, as well as stronger trade ties with democratic allies to enhance supply chain resilience and reduce geopolitical risks. This intensifying link between economic and national security featured a strong focus on critical minerals in many countries.

A range of developing countries, including Indonesia and India, as the G20 hosts for 2022 and 2023 respectively, spoke out against the implications of geopolitical competition for their countries, and continued to bring the priorities of emerging and developing countries to the forefront of international debates. Debate topics include improving the conditions and funding

for economic development in their countries, while increasing the weight of their voices in global decision-making processes, from the United Nations Security Council to the International Monetary Fund. While the vast majority of countries voted to condemn Russia’s invasion of Ukraine in repeated votes in the UN General Assembly, not as many joined Canada and its closest partners in economically isolating the Russian regime to reduce its war-making abilities.

Many countries also struggled this year with the continued pressure from authoritarian regimes to exploit technologies to their geopolitical advantage. As has become common in recent years, efforts to advance and protect human rights, gender equality and democratic institutions faced significant resistance on the international stage, particularly in the cyber domain, which has become an increasingly active domain for geopolitical rivalry and criminal action. Led by a cabal of authoritarian regimes, there has been a rise in malicious state-sponsored cyber-enabled activities, including misinformation and disinformation campaigns aimed at influencing citizens and political discourse. At the same time, the rapid adoption of artificial intelligence (AI) language models has sparked worldwide interest in AI, notably as a market opportunity but also with respect to its ethical and security implications, and its impact on labour markets, information ecosystems and international affairs.

Global challenges today know no borders, and the prosperity, well-being and security of Canadians are directly affected by events abroad. In response to this challenging international context, GAC continued to evolve its tools, policies and capabilities to better advance Canada’s interests and serve Canadian citizens. In particular, in May 2022, the department launched “Future of Diplomacy: Transforming Global Affairs Canada”, an internal review of targeted aspects of the department’s organizational capacity and policy framework. The goals of this work were to ensure that the department will be strategic and influential where it matters, open and connected to Canadians and the world, responsive to emerging challenges and opportunities, act as the leading player in a whole-of-government effort, and be equipped with a workforce that is diverse, highly skilled, bilingual, healthy and committed to excellence. Work in this regard will continue beyond 2022-23.

Reporting framework

GAC’s departmental results framework and program inventory of record for 2022–23 are shown below.

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.	<ul style="list-style-type: none"> International Policy Coordination Multilateral Policy International Law The Office of Protocol Europe, Arctic, Middle East and Maghreb Policy and Diplomacy
		Indicator: Percentage of diplomatic activities which met their stated objectives.	
		Indicator: Number of international commitments through which Canada works with partners to address strategic peace and security challenges.	
	Departmental Result: Canada’s leadership on global issues contributes to a just and inclusive	Indicator: Number of influencers and decision-makers reached through Canadian-hosted events, including events on women’s empowerment and rights and gender equality.	
	Indicator: Percentage of Canadian-led decisions introduced through international and regional organizations that are accepted.		

Departmental Results Framework			Program Inventory		
Core Responsibility 2: Trade and Investment	world.	Indicator: Number of Canadians in leadership positions in international institutions.	<ul style="list-style-type: none"> Americas Policy and Diplomacy Asia Pacific Policy and Diplomacy Sub-Saharan Africa Policy and Diplomacy Geographic Coordination Mission Support 		
	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.			
		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.			
		Indicator: Number of actions that are led or supported by Canada which support strengthened adherence to international law.			
	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.			
		Indicator: Ranking of Canada's reputation abroad as reported in global opinion polls.			
		Indicator: Percentage of Canadians who are satisfied with Canada's international engagement.			
	Core Responsibility 2: Trade and Investment	Departmental Result: Canada helps to build and safeguard an open and inclusive rules-based global trading system.		Indicator: Degree to which Canada opens markets and advances trade policy innovations through negotiations, agreements and discussions.	<ul style="list-style-type: none"> Trade Policy, Agreements Negotiations, and Disputes Trade Controls International Business Development International Innovation and Investment Europe, Arctic, Middle East and Maghreb Trade Americas Trade Asia Pacific Trade Sub-Saharan Africa Trade
				Indicator: Degree to which Canada works to resolve or mitigate market access barriers, disputes or other strategic policy issues.	
				Indicator: Percentage of applications for permits and certificates related to trade controls processed in accordance with service standards.	
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.			
		Indicator: Number of active business clients of the Trade Commissioner Service.			
		Indicator: Value of Canada's goods and services exports (in dollars).			
		Indicator: Number of Canadian exporters.			
		Indicator: Value of exports to overseas markets.			
		Indicator: Number of concluded commercial agreements facilitated by the Trade Commissioner Service.			
Departmental Result: Foreign direct investment is facilitated, expanded or retained.		Indicator: Number of international research and innovation partnerships facilitated by the Trade Commissioner Service.			
		Indicator: Number of new foreign investments and expansions of existing foreign investments in Canada facilitated by the Trade Commissioner Service.			
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.	<ul style="list-style-type: none"> International Assistance Operations Office of Human Rights, Freedom and Inclusion (OHRFI) Programming Humanitarian Assistance Partnerships for Development Innovation 		
		Indicator: Number of people reached with nutrition-specific interventions.			
	Indicator: Number of entrepreneurs, farmers and smallholders (m/f) provided with financial and/or business development services through GAC-funded projects.				
	Indicator: Number of individuals with an enhanced awareness, knowledge or skills to promote women's				

Departmental Results Framework			Program Inventory				
		<p>participation and leadership in public life.</p> <p>Indicator: Number of beneficiaries (m/f) from climate adaptation projects supported by GAC.</p>	<ul style="list-style-type: none"> Multilateral International Assistance Peace and Stabilization Operations 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 Result: Enhanced empowerment and rights for women and girls in countries where Canada engages.	<p>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.</p> <p>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.</p>					
	Departmental Result: Reduced suffering and increased human dignity in communities experiencing humanitarian crises.	<p>Indicator: Number of beneficiaries that receive emergency food and nutrition assistance in relation to need and in consideration of international response.</p> <p>Indicator: Number of refugees and internally displaced persons assisted and protected.</p> <p>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.</p>					
	Departmental Result: Improved peace and security in countries and regions where Canada engages.	<p>Indicator: Percentage of international assistance that targets fragile and conflict-affected states.</p> <p>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.</p> <p>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.</p>					
	Departmental Result: Canada’s international assistance is made more effective by leveraging diverse partnerships, innovation, and experimentation.	<p>Indicator: Number of new partners that receive GAC support for programming in the delivery of international assistance, disaggregated by type.</p> <p>Indicator: Percentage of initiatives implementing innovative solutions in the delivery of international assistance.</p>					
	Core Responsibility 4: Help for Canadians abroad	Departmental Result: Canadians have timely access to information and services that keeps them safer abroad.		<p>Indicator: Number of Canadians who use the department’s travel outreach products, including digital initiatives.</p> <p>Indicator: Percentage of consular cases actioned within the established service standards.</p> <p>Indicator: Number of Canadians who have been assisted through the 24/7 Emergency Watch and Response Centre.</p> <p>Indicator: Number of employees trained and available to deploy in response to a crisis.</p>	<ul style="list-style-type: none"> Consular Assistance and Services for Canadians Abroad Emergency Preparedness and Response 		
		Departmental Result: Canadians abroad receive timely and appropriate government services.		<p>Indicator: Percentage of Canadian clients who expressed satisfaction with the service(s) received.</p> <p>Indicator: Percentage of passport applications that are processed within service standards.</p>			
		Core Responsibility 5: Support		Departmental Result: Sound management and		<p>Indicator: Percentage of partner organizations, indicating the resources, infrastructure, and services provided abroad met their needs.</p> <p>Indicator: Percentage of the replacement value of the</p>	<ul style="list-style-type: none"> Platform Corporate Services Foreign Service Directives

Departmental Results Framework			Program Inventory
	delivery of resources, infrastructure, and services enables Canada's presence abroad.	department's real property portfolio spent on repairs, maintenance, and recapitalization.	<ul style="list-style-type: none"> Client Relations and Mission Operations 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
	Departmental Result: Personnel are safe, missions are more secure and government and partner assets and information are protected.	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. Indicator: Number of security risk mitigation measures that address the priority risks identified in the Departmental Security Plan that are implemented.	

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

Key risks in 2022-23

GAC has implemented an Enterprise Risk Management Strategy that includes the identification, management and monitoring of the top strategic risks for the department. Strategic risks are those that are cross-cutting to the GAC's mandate and that could jeopardize multiple objectives if they were to occur. They are presented in the Enterprise Risk Profile (ERP).

The strategic risks for 2022-23 were related to (1) health, safety and well-being (workload and constant change); (2) health, safety and well-being (health coverage at mission); (3) cyber/digital security and resilience; (4) IT infrastructure; and (5) management and security of real property and assets.

The international context has experienced an unprecedented array of shocks which have set into motion cascading complications for GAC and missions to address. With the transition into a different phase of the pandemic, the top strategic risks for GAC have shifted slightly since last

year. From 2021-22, 3 of the 5 remain constant, with slight changes in their wording to reflect new realities (for example, the impact of supply chain disruptions on the delivery of real property investments). Issues with respect to **workload and constant change, cyber/digital security and resilience** and the **management and security of real property and assets** continue to present real and tangible challenges to GAC and are likely to do so over the medium term. However, risk 2 and risk 4 are two new risks that may have direct impacts the department’s ability to achieve its mandate if not appropriately managed.

The areas of focus listed above enabled GAC to promote the sound management of employees, finances and assets; limit vulnerabilities in systems; and shift to new modes of digital service delivery to support agility, decision-making and stewardship of assets.

Fiscal year 2022-23 was the first year of implementation of a 2-year Enterprise Risk cycle, which includes greater emphasis on monitoring the effectiveness and impacts of mitigation measures to manage the top risks. Senior management committees discuss the status of top risk responses on a semi-annual basis.

Risk 1: Health, safety and well-being

The challenges of the pandemic have been particularly strenuous for GAC’s workforce, which has had to continuously adapt to changing conditions, shifting priorities and a general increase in workload.

This risk links to all core responsibilities.

Risk statement	Response strategy and effectiveness
<p><i>Pressure on the workforce to continuously adapt to change and increased workloads could impede the health, safety, well-being of employees, impact retention, particularly in the face of increased competition for talent, and limit</i></p>	<p>In 2022-23, GAC rated this risk level as high. Highlights of risk response included:</p> <ul style="list-style-type: none"> • Strengthen the ability of new and experienced employees to deliver on GAC’s current and emerging priorities through impactful learning opportunities; • Facilitate change management through the development of tools and training sessions focused on the future of work; • Continue to sensitize management and employees on issues of mental health and well-being and encourage the need to prioritize deliverables and expectations accordingly; • Continue the delivery of the multi-annual plan on pool staffing, which includes regular post secondary recruitment, a robust intake of FS01 and 02, evergreen staffing strategy on the basis of pools needs (including stream needs); • Continue to work with managers to deliver on the collective staffing plan and increase promotion of collective staffing versus unique processes to support recruitment needs, especially for groups in high demand;

Risk statement	Response strategy and effectiveness
<i>the department's ability to deliver on its mandate.</i>	<ul style="list-style-type: none"> Analyze workforce shortages by occupational groups (non-rotational) in order to implement strategies to reduce gaps; and Implement measure to better understand how to retain GAC's workforce.

Risk 2: Health, safety and well-being

GAC treats the health, safety and wellness of its staff, both at headquarters and abroad, as a top priority. For example, with the decision of Health Canada to cease overseas health services to GAC and other government departments (OGDs), the need for adequate health care services and supplementary health and safety measures due to the pandemic was flagged as a new top risk. It is anticipated that GAC will have to generate in-house capacity to address ongoing gaps and ensure the safety and well-being of staff at mission.

This risk links to all core responsibilities.

Risk statement	Response strategy and effectiveness
<i>The need for adequate health care services and supplementary health and safety measures due to the pandemic may impact our ability to keep our staff at mission healthy and safe and meet our duty of care obligations.</i>	<p>In 2022-23, GAC rated this risk level as high. Highlights of risk responses included:</p> <ul style="list-style-type: none"> Establish a way forward with Health Canada to ensure continuity of overseas health services; Over the medium/long-term, ensure GAC has a robust overseas health program to ensure it is meeting its duty of care obligations toward Canada-based staff (CBS) and dependents posted or travelling; Ensuring CBS and dependents have access to medical evacuations; Continue to provide timely and available health and medical related Foreign Service Directives services and payments to CBS and their dependents; Implement the multi-year Locally Engaged Staff Benefits Modernization initiative to move away from system inequities; Continue to make pre-posting training, materials, procedures, intranet pages, etc. related to health available to CBS employees, their managers and Heads of Mission abroad; and Ensure that employees and dependents have access to Health Canada-approved vaccines.

Risk 3: Cyber/digital security and resilience

Governments, companies, institutions and civil society around the world rely increasingly on technology to underpin their operations, coordinate their work across national boundaries and

connect to the world. However, this reliance carries risks due to increasingly organized and constantly evolving cyberthreats. GAC continued to work with interdepartmental partners that have a cybersecurity mandate to improve its understanding of these evolving threats and vulnerabilities and to respond to them, particularly in the context of remote work due to the COVID-19 pandemic.

This risk links to all core responsibilities.

Risk statement	Response strategy and effectiveness
<p><i>Normalized and prolonged remote work arrangements and digital solutions increase cyber vulnerabilities and impact the GAC's ability to respond.</i></p>	<p>In 2022-23, GAC rated this risk level as high. Highlights of risk responses included:</p> <ul style="list-style-type: none"> • To evolve GAC security posture accordingly, and to improve departmental wide visibility regarding user behaviour and potential threats we will enhance cyber security monitoring capabilities, expertise and tools; • Enhance IT performance framework that sets service delivery standards, provides real-time service delivery updates, and collects and analyzes feedback; • Update and communicate cybersecurity-related policies and guidelines to reflect the new hybrid workplace model; and • Develop/update exercise materials and tools that boost cybersecurity and staff awareness. Implement new measures to monitor and detect attacks and vulnerabilities.

Risk 4: IT infrastructure

This other new top risk stems from concern that GAC will not have the IT infrastructure necessary to support the functioning of the Canadian government abroad or at headquarters. For example, with a hybrid working model going forward for some areas of GAC, challenges related to IT support for a hybrid workforce can have major effects on business. Subject-matter experts have also assessed that network capacity in some missions is not sufficient to support the shift toward new digital capabilities. In ongoing efforts to determine and implement the vision of the future of diplomacy and transform GAC, IT infrastructure and capacities will become ever more critical.

This risk links to all core responsibilities.

Risk statement	Response strategy and effectiveness
<p><i>GAC's IT infrastructure may not be sufficient to support the effective functioning of the Canadian</i></p>	<p>In 2022-23, GAC rated this risk level as high. Highlights of risk responses included:</p> <ul style="list-style-type: none"> • Deploying modern cloud-enabled network solutions to as many missions as possible; and

Risk statement	Response strategy and effectiveness
<i>government abroad or at HQ.</i>	<ul style="list-style-type: none"> Developing and implementing the Secure Global Communication pilot.

Risk 5: Management and security of real property and assets

The department owns and manages real property assets in 178 missions located in 110 countries, which involves complex challenges related to shifting local security concerns; fluctuating foreign currency; and varying standards in numerous jurisdictions, among others. There is a constant need to strengthen real property project management and oversight to ensure timely and effective service delivery, as well as the timely implementation of mitigation measures for identified vulnerabilities at missions (for example, ensuring that the right equipment arrives at the right time), while avoiding delays in project delivery. Travel limitations, the drawdown of mission capacity, global supply chain disruptions and limited access to professional services during the pandemic continued to impact the delivery of real property projects.

This risk links to core responsibility 5: Support for Canada’s presence abroad.

Risk statement	Response strategy and effectiveness
<p><i>Pandemic impacts, including supply chain issues, could impede GAC’s ability to deliver real property investments including duty of care obligations and security requirements.</i></p>	<p>In 2022-23, the department rated this risk level as high. Highlights of risk responses included:</p> <ul style="list-style-type: none"> Conduct a review of supply chain operations and enhance mission inventory management framework; Review the governance and process of the real property projects from business case to execution by looking at real property governance, process, key functions, roles and responsibilities and tools between the Policy and Planning bureau and the Project Delivery, Professional & Technical Services bureau of the International Platform branch; Ensure Public Services and Procurement Canada have developed a Real Property Risk Management Plan for the 125 Sussex Drive Project and other projects in the National Capital Region; and Ensure that all Procurement and Asset Management teams of the Corporate Planning, Finance and Information Technology branch, including the GAC Renovation Project team vacant positions are fully staffed to reduce impact of COVID-19 outbreaks.

Supporting information on the program inventory

Financial, human resources and performance information for GAC’s program inventory is available in [GC InfoBase](#).^{xiii}

Supplementary information tables

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

- ▶ Reporting on Green Procurement
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Response to parliamentary committees and external audits
- ▶ United Nations 2030 Agenda and the Sustainable Development Goals

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{xv} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational 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

www.international.gc.ca

Enquiries Services

Global Affairs Canada

125 Sussex Drive

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Email: enqserv@international.gc.ca

Tel.: 1-800-267-8376 (toll-free in Canada);

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

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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

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459 Route 774

Welshpool, NB E5E 1A4

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506-752-2922 (local)

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International Development Research Centre

150 Kent Street

Ottawa, ON K1P 0B2

Postal address: P.O. Box 8500

Ottawa, ON K1G 3H9

Tel.: 613-236-6163

Fax: 613-238-7230

www.idrc.ca

Invest in Canada

www.investcanada.ca

Appendix: definitions

appropriation (*crédit*)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (*responsabilité essentielle*)

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

Departmental Plan (*plan ministériel*)

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

departmental priority (*priorité*)

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

departmental result (*résultat ministériel*)

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

departmental result indicator (*indicateur de résultat ministériel*)

A 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]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the November 23, 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.

horizontal initiative (*initiative horizontale*)

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

Indigenous business (*enterprise 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, an organization that meets the definition and requirements as defined by the Indigenous Business Directory.

non-budgetary expenditures (*dépenses non budgétaires*)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement*)

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

performance indicator (*indicateur de rendement*)

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

performance reporting (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (*plan*)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead 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 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

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- 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>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii. GAC’s Future-Oriented Statement of Operations and Notes 2022–23, <https://www.international.gc.ca/transparency-transparence/financial-reports-rapports-financiers/future-oriented-prospectifs/2022-2023.aspx?lang=eng>
- ix. GAC’s Future-Oriented Statement of Operations and Notes 2022–23, <https://www.international.gc.ca/transparency-transparence/financial-reports-rapports-financiers/future-oriented-prospectifs/2022-2023.aspx?lang=eng>
- x. *Department of Foreign Affairs, Trade and Development Act, S.C. 2013, c. 33, s. 174*, <https://laws-lois.justice.gc.ca/eng/acts/f-27.5/fulltext.html>
- xi. Raison d’être, mandate and role: who we are and what we do, <https://www.international.gc.ca/global-affairs-affaires-mondiales/corporate-ministere/mandate-mandat/index.aspx?lang=eng>
- xii. Minister’s mandate letters, <http://pm.gc.ca/eng/mandate-letters>
- xiii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv. Global Affairs Canada, <https://www.international.gc.ca/transparency-transparence/departmental-results-reports-rapport-resultats-ministeriels/2022-2023-supplementary-supplementaires.aspx?lang=eng>
- xv. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>