



HUMANITARIAN
— Response Network —
of CANADA

STRATEGIC PLAN 2024-2029

APRIL 2024

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(2) Introduction

Canada has a diverse and active humanitarian sector. There are organizations of varying sizes across the country that provide humanitarian assistance to people in need in more than 140 countries.

The Network was originally created in 1999 as the Policy Action Group on Emergency Response (PAGER). It started as an informal group of seven large agencies that saw value in sharing information and discussing humanitarian policy and advocacy. As the Network grew, it changed to the Humanitarian Response Network (HRN) to better reflect its expanded scope. Through this time, the Network was housed within different founding members' offices: the Canadian Council for International Co-operation, Oxfam-Canada, and Care Canada.

At the end of 2023, the HRN had 41 active and diverse members. The Network is now hosted by Cooperation Canada, which provides consistent secretariat support while making linkages to relevant policy and advocacy groups.

A fulsome strategic review of the HRN, that engaged every member and numerous stakeholders, was carried out in 2023 to better understand members' expectations, needs and the value of the Network. One of the conclusions of the strategic review was the desire for the HRN to develop its first-ever strategic plan to provide direction for its future.

A participatory process was carried out between September 2023 and February 2024. The resulting Strategic Plan covers a five-year period (2024-2029).

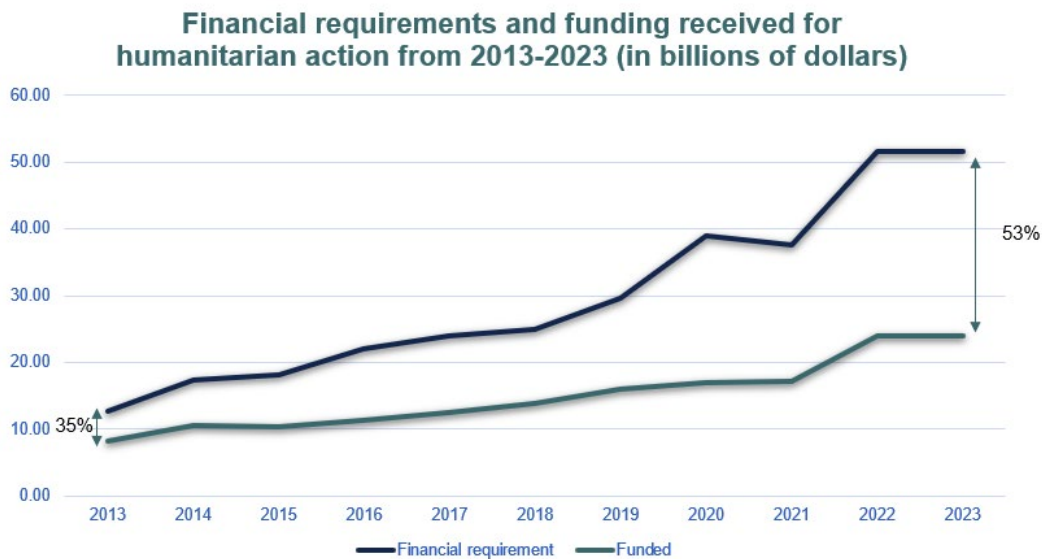
By the end of this Strategic Plan, the HRN will be strengthened as the convening space in Canada for humanitarian actors, where members connect, learn and influence to provide more impactful humanitarian action.

(3) Context

Canadian humanitarian actors work in an increasingly complex humanitarian environment. The key trends in the humanitarian and funding landscape that will frame the HRN’s initiatives in the next five years are the following:

Humanitarian needs are growing. The number of people in need of humanitarian assistance quadrupled over the last decade. In 2013, 81 million people needed humanitarian assistance. This number grew steadily until 2020, when the COVID-19 pandemic incited a sharp increase. With the onset of new conflicts and crises, the number has only increased further, reaching a high of 362 million in 2023, and is anticipated to continue growing given increases in conflict and as a result of climate change-related disasters.¹

The funding gap is growing. Between 2013 and 2023, the global financial requirements to assist people in need increased fivefold from 12.8 billion in 2013 to 51.7 billion in 2023. The humanitarian funding available globally has not kept pace with the requirements. Although the amount of funding doubled from 8 billion to 22 billion, the funding gap increased from 35% to 53%.² Meanwhile, Canada’s humanitarian assistance has seen a minor increase, oscillating between 849 million and 1,167 million CAD between 2017/18 and 2021/22.³ Given increasing needs, this funding gap is expected to continue to widen.



Displacement is at an all-time high. The number of forcibly displaced people has risen over two decades. By mid-2023, there were 110 million forcibly displaced worldwide, including internally displaced, refugees, asylum seekers, and other people in need of international protection. Ten countries host over half (54%) of all displaced people, primarily in the Middle East and North Africa.⁴

¹ Global Humanitarian Overview 2023, Mid-Year Updated. OCHA. June 18, 2023.

<https://reliefweb.int/report/world/global-humanitarian-overview-2023-mid-year-update-snapshot-18-june-2023>

² Global Humanitarian Overview 2023. OCHA. Dec 2022.

³ Government of Canada. Statistical Report on International Assistance. Fiscal years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22.

⁴ UNHCR. (2022). *Refugee Data Finder* [data portal]. <https://www.unhcr.org/refugee-statistics/>. Accessed March 9, 2023.

Protracted crises are increasingly common. More than three-quarters of the people in need are in countries experiencing protracted crises. In 2023, there were 36 countries experiencing protracted crises with five or more consecutive years of UN-coordinated appeals. An additional 20 countries experience recurrent crises. Crises are increasingly complex with people experiencing compounding effects of conflict, climatic and natural hazards, and epidemics. Half of the countries with people in need of humanitarian assistance are experiencing more than one type of humanitarian crisis.⁵

There is a growing hunger crisis. The World Food Programme estimates that more than 333 million people faced food insecurity in 2023, which is more than double the number of food insecure (160 million) in 2021.^{6,7} Nearly 30% of the global population does not have constant access to food. The food crisis is driven by conflict, climate shocks, and rising food prices.⁸

Humanitarian crises are exacerbating inequalities. Crises impact women, girls, boys and men of intersecting identities differently. The COVID-19 pandemic impacted women disproportionately, who faced higher job losses and worsening poverty rates compared to men.⁹ More than half of the world's internally displaced are women and girls, and at least 1 in 5 refugee or displaced women have experienced sexual violence.¹⁰ In humanitarian contexts, as many as 27% of the people in need also have a disability and face greater inequality in accessing basic services and experience discrimination and neglect.¹¹

The current HRN funding model is not sustainable. A five-year financial forecast of the HRN prepared in October 2023 anticipates that there will be an approximate 20% increase in HRN costs over the next five years, with almost all revenues taken up by staff and administrative costs. Without an increase in revenues, the HRN will have reduced ability to provide value-added services to members.

⁵ Development Initiatives. (2022). *Global Humanitarian Assistance Report 2022*.

⁶ Development Initiatives. (2022). *Global Humanitarian Assistance Report 2022*.

⁷ World Food Programme (2023). <https://www.wfp.org/global-hunger-crisis>

⁸ Humanitarian Action (2002). At a glance. November 2022. <https://humanitarianaction.info/article/glance-0>

⁹ UN Office for the Coordination of Humanitarian Affairs (2022): <https://2022.gho.unocha.org/trends/humanitarian-crises-continue-exacerbate-gender-inequalities/>

¹⁰ UN Women (2023). <https://interactive.unwomen.org/multimedia/infographic/humanitarianaction/en/index.html>

¹¹ Humanitarian Congress Vienna (2023). Why inclusion matters in humanitarian action. <https://humanitariancongress.at/why-inclusion-matters-in-humanitarian-action/>

(4) Vision, Mission, and Values

Vision

The Canadian humanitarian sector is an active part of the global humanitarian system, collaborating to deliver effective, innovative, and locally rooted responses to meet humanitarian needs.

Mission

To convene Canadian humanitarian actors to enhance knowledge, coordination, and dialogue for more impactful humanitarian action.

Values

Principled	We are united and guided by the humanitarian principles of humanity, neutrality, impartiality, and independence.
Participative	We commit to participate actively in the Network.
Collaborative	We strive to work together and share information to better achieve our common goals.
Inclusive	We encourage and celebrate the diversity of members, people, and opinions, and endeavour to deliver humanitarian assistance that reflects and respects diversity, equity, and inclusion.
Respectful	We actively listen to each other, encourage everyone to share openly, and understand and accept differences in perspectives.

(5) Strategic Goals



A. Connect

The HRN will provide spaces for humanitarian actors to connect and facilitate collaboration.

HRN members strive to connect and engage with other members, to discuss and share information on specific humanitarian crises, and to explore opportunities to collaborate or participate in consortiums in specific humanitarian responses.

The COVID-19 pandemic and years following (2020-2024) have led to a number of changes in the way workspaces operate and people interact. Online meetings have become the norm, rather than an exception and workers have adapted to work-from-home arrangements. The HRN has been learning and adapting in an attempt to meet the expectations of members – shifting from in-person meetings to online and hybrid modalities.

Over the next five years, the HRN will provide online and in-person spaces for members to connect. The HRN will create an online platform to share and access information, such as a mapping of members' presence globally, and a platform to access important resources that enhance the mission of the HRN. The HRN will pilot new ways for members to engage with one another on key issues, such as time-bound and purpose-driven working groups or communities of practice, enabling members to communicate about specific crises and advance collective priorities, such as deepening the Network's engagement with Global Affairs Canada. The HRN will continue to host in-person and hybrid meetings and events to facilitate networking, collaboration, collective problem-solving, and exchange experiences and learning.

The HRN will achieve this in the following ways:

- (2) Organize at least two annual events for connecting and exchanging experiences.
- (3) Pilot discussion forums and information sharing on emerging and sudden crises.
- (4) Establish and manage an online platform for members to share and access resources and information.



B. Learn

The HRN will provide learning opportunities that foster continuous improvement, advancement, and innovation.

HRN members value opportunities for learning and training about innovations in humanitarian action and to advance knowledge on best practices and more impactful approaches. Learning will be advanced through varied modalities tailored to different learning communities within HRN, including individuals new to the humanitarian sector and senior leaders in a diversity of locations.

During the next five years, the HRN will assess knowledge and training needs and create a learning plan to meet diverse member needs.

In addition to formal training opportunities, the HRN will suggest and organize regular learning activities to advance peer-to-peer knowledge sharing, recognizing the thought and practice leadership that already exists among HRN members.

Finally, the HRN's approach to learning will include opportunities for collaboration with educational institutions and platforms in Canada and globally, making existing learning opportunities more accessible to HRN members and avoiding duplication of efforts with other actors.

The HRN will:

- 1) Conduct an assessment of member knowledge needs and develop a learning plan that includes varied and targeted learning opportunities to meet member needs.
- 2) Enable spaces for member leadership and peer-to-peer learning to advance knowledge on priorities identified by the membership.
- 3) Identify and advance opportunities for collaboration with learning institutions and platforms to enable member access to existing learning platforms targeted at and for the humanitarian sector.



C. Influence

HRN members will come together on issues of common concern to improve humanitarian outcomes.

HRN members strive to be an active part of the national and global humanitarian system. The HRN is positioned to convene actors in Canada to deliberate on how humanitarian response can be more effective. The HRN is not and does not intend to be a registered lobbyist. The Network nevertheless provides an avenue for a collective voice and serves as a trusted channel of information sharing between members and the Government of Canada, as well as external networks also active in the sector.

The HRN will continue to engage in constructive dialogue with the Government of Canada and seek to strengthen existing relationships. This will include dialogue on shared priorities, focussing on operational issues related to humanitarian funding and response, such as the Consolidated Appeals Process (CAP) and the Grants and Contribution Transformation Initiative. To enable this work, the HRN envisions an

operational working group on making humanitarian response delivery more efficient with Global Affairs Canada that will lead HRN engagements and identify operational issues for further exploration, such as consortiums, pooled funds, localization, anticipatory action, and cross-border crises. Likewise, the HRN will make efforts for intentional collaboration with other Canadian networks, such as CanWaCH, the Future Planning Initiative, the Humanitarian Coalition, Can-RAC, and the Food Security Policy Group, to help raise the profile of the HRN and ensure the Network (and the members it represents) is the leading authority for Humanitarian Response in Canada. HRN will also encourage members to work together to raise public engagement on the Canadian response to humanitarian crisis, taking advantage of international commemoration days and events like World Humanitarian Day.

The HRN will work in synergy with the Humanitarian Policy and Advocacy Group (HPAG). The HPAG will continue to operate with the additional support of the HRN and Cooperation Canada, focusing on analysis and advocacy related to humanitarian response, with a particular focus on campaigning and political engagement when necessary, as well as policy-related engagements with Global Affairs Canada and other government ministries as relevant.

The HRN will:

- (1) Facilitate spaces for dialogue with the Government of Canada to improve humanitarian response.
- (2) Inform and engage members on humanitarian policy through HPAG.
- (3) Represent the HRN across Canadian and global humanitarian networks.



D. Strengthen

The HRN is a member-driven, responsive network that adds value for members and responds to their needs.

HRN members recognize the value of the Network as the only space open to staff working in the Canadian humanitarian sector to come together and address increasingly complex challenges. To deliver on its mission more effectively, the HRN strives to grow and improve its ways of working, while ensuring its financial viability. In the next five years, the network will pilot promoting the only full-time staff of the network from a coordinator role to a program management role; with the added assistance of a part-time administrative assistant. This change seeks to ensure stronger autonomy of the full-time staff of the HRN; which will lead to more efficient decision-making processes and faster coordination of activities. The Executive Committee, led by two Co-Chairs, will continue to set the direction for the Network and reflect the diversity of HRN's membership.

During the next five years, the HRN Program Manager and Co-Chairs, with support of Cooperation Canada, will explore additional funding streams including foundations and income-generating activities (trainings, conferences, etc.).

The HRN will therefore grow the Network's Secretariat to have greater capacity to manage knowledge and coordinate network initiatives. The HRN will explore the possibility of expanding its membership to include voices from other stakeholders, including academia and individual Canadians who work in the humanitarian sector. The HRN will leverage the support of Cooperation Canada, as host of the Network, to enhance the

shared services, capitalize on synergies, strengthen collaboration on humanitarian issues, and connect with other existing networks in the sector.

The HRN will:

- (1) Strengthen the capacity of the HRN Secretariat and the leadership role of the Executive Committee.
- (2) Diversify sources of funding for the Network.

(6) Focus Areas

The HRN will focus its work primarily on five thematic areas that relate to the key trends in the sector. The focus areas provide an overall frame for the HRN’s work, while also remaining flexible to adapt to emerging issues in the evolving humanitarian space.

Localization via a colonial lens



The Grand Bargain has prompted a shift in power, leadership, and resources in the humanitarian system towards local and national actors. The agreement calls for more quality, flexible, funding arrangements, locally-led responses, and the participation of affected populations. The HRN will support learning and dialogue to enable the Canadian humanitarian sector to move towards greater localization.

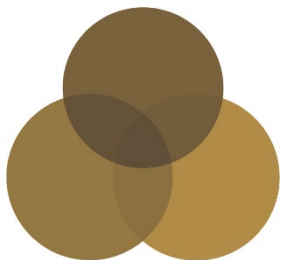
Equity, diversity, and inclusion (EDI)

Diversity and inclusion are central to Canada’s international policies, with a particular focus on women, girls, and the most vulnerable people. The HRN will support Canadian humanitarian actors to enhance EDI in their operations, particularly in areas such as disability inclusion, anti-racism, the prevention of sexual exploitation and abuse (PSEA), gender and intersectionality.



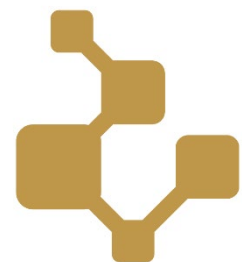
Triple nexus

With the rise in protracted crises and a recognized need to improve aid effectiveness in fragile and conflict-affected settings, there was a call for a new way of working. The ‘triple nexus’ approach seeks to bring together humanitarian, development, and peace actors to work more cohesively to both address immediate needs while also reducing risks and vulnerabilities. The HRN will support learning and dialogue to work more effectively in contexts of protracted crises at the humanitarian, development, and peace nexus.



Complex and cascading crises

Countries are grappling with multiple overlapping, successive, and compounding crises. The intersection between conflict and climate change is creating complex crises and challenges in humanitarian access. The HRN will provide spaces to learn about working in increasingly complex contexts, exploring issues of access, logistics, risk management, displacement, and multi-hazard approaches.



Climate Crisis and Anticipatory Action



As climate change exacerbates the frequency and severity of natural disasters and disease outbreaks, the need for proactive and preventive approaches in humanitarian efforts becomes paramount. Anticipatory action aims to mitigate the impacts of climate-related disasters before they occur, using climate forecasts and risk assessments to inform timely decisions and actions. The HRN will foster collaboration and capacity building among Canadian humanitarian organizations to integrate climate science and anticipatory approaches into their operations. This will enable not only a quicker response to climate-induced emergencies but also a reduction in their overall humanitarian impact, aligning with global commitments to sustainable development and climate resilience.

(7) Roles and Responsibilities

The HRN Executive Committee (ExCom), led by two Co-Chairs, is accountable for the realization of this Strategic Plan, which will be reported on annually to the HRN membership. The Executive Committee will set the priorities and goals for the year and will provide direction to the HRN Secretariat. The ExCom will be responsible for reviewing and approving the annual work plan and budget. The ExCom will provide guidance and approval of any special initiatives and Government of Canada engagement led by the working groups and committees. The Co-Chairs will represent the HRN in meetings with the Government of Canada.

The HRN Secretariat, led by an HRN Program Manager that is housed at Cooperation Canada, will be accountable for the implementation of the Strategic and Annual Plans. The HRN Program Manager will develop annual work plans and budgets, communicate with HRN members, coordinate activities, and oversee the financial management. The HRN Program Manager would lead the development of funding proposals with the support of HRN committee members and in collaboration with Cooperation Canada.

Cooperation Canada will house the HRN Secretariat, and be responsible for ensuring links to relevant initiatives, notably the HPAG, while providing the administrative, communications, IT, and other Secretariat support needed to implement the Plan. This Secretariat support will be detailed in a MoU signed between the HRN Executive Committee and Cooperation Canada.

The HRN membership is responsible for actively participating in and contributing to the Network.

(8) Financing

As a priority, in the first year the HRN Secretariat will build a resource mobilization plan, which in turn will be updated annually. Given inflation and that member dues were increased for the first time in over 10 years in 2023, the full implementation of this plan will likely require an approximate 25%-30% increase in the budget. As such, the HRN will aim to grow its funding over the five years to be able to deliver on its goals. The main sources of funding that HRN will pursue are as follows:

Membership dues: The HRN will assess different membership structures and explore new membership categories within the first year. A new category of membership could be opened to enable other types of actors working in the humanitarian sector to be engaged.

Global Affairs Canada (GAC): The first year of the Strategic Plan will coincide with the final year of GAC funding (to Dec 2024). The HRN will pursue another phase of funding for three years, from December 2024 to November 2027 to enable HRN to continue to operate.

Other funding: The HRN will seek additional funding for special initiatives to advance knowledge or tools in the focus areas. The HRN will analyze the legal structure needed to secure this funding. Partnerships with academic institutions and, related, the opportunity for a Humanitarian-Response Conference, will also be explored.

In-kind contributions: HRN will be more deliberate about seeking in-kind contributions from members. Members will be encouraged to provide in-kind support in staff time, in meeting venues, or similar options to efficiently deliver on the activities set out in the annual work plans.

(9) Measuring Success

The success of the strategic plan will be measured through a selection of key performance indicators. These will be measured using an annual survey and the analysis of data collected following Network activities.

By the end of this Strategic Plan, the HRN will be recognized as the convening space in Canada for humanitarian actors, where members connect, learn and influence to strengthen humanitarian action.

Goal	Outcome	KPI
Overall Mission: <i>To convene Canadian humanitarian actors to enhance knowledge and dialogue for more impactful humanitarian action.</i>	HRN members collaborate to provide more impactful humanitarian action.	<ul style="list-style-type: none"> ➤ % of members that are satisfied (level 4-5) with the Network each year
Connect <i>To provide spaces for humanitarian actors to connect and facilitate collaboration.</i>	HRN members actively contribute to collaboration spaces.	<ul style="list-style-type: none"> ➤ % of members that acknowledge there were sufficient opportunities to connect with other actors in the sector ➤ # of meetings that bring members together ➤ % of members with at least 1 staff that participated in an event within the year ➤ # of task forces created in response to a crisis ➤ Level of use of online platform created
Learn <i>To provide learning opportunities that foster continuous improvement, advancement, and innovation.</i>	HRN members are more aware of practices and tools to improve the delivery of humanitarian assistance.	<ul style="list-style-type: none"> ➤ Training capacity assessment and plans developed ➤ # of learning initiatives organized for members ➤ % of members with at least 1 staff that participated in a learning initiative within the year ➤ # of people trained through learning events
Influence <i>To come together on issues of common concern to improve humanitarian outcomes.</i>	HRN members are providing collective input to address challenges in the humanitarian system.	<ul style="list-style-type: none"> ➤ # of recommendations provided to the Government of Canada to improve humanitarian response ➤ % of recommendations presented to GAC that were implemented ➤ # of processes or policies that HRN and HPAG members have provided input into ➤ # of national or global network events with representation of the HRN ➤ # of successful collaborations with other networks (events, training, reports etc.) ➤ # of promotional events organized
Strengthen <i>To be a strong network that is better able to respond to its members' needs.</i>	HRN has a larger, diverse membership and demonstrates greater leadership.	<ul style="list-style-type: none"> ➤ % of members retained ➤ % of members satisfied with the services of the HRN Secretariat ➤ % growth in revenue

(10) Roadmap

The strategic plan will be implemented over five years.

Year 1 will focus on consolidating the Network, through the piloting of an HRN Program Manager (and part-time administrative assistant) in lieu of a coordinator; better defining the roles and responsibilities of the ExCom, clarifying the relationship with Cooperation Canada, identifying an online platform and modifying communication methods, developing a new Funding proposal to GAC and a resource mobilization plan.

Year 2 will focus on strengthening the Network, by assessing member training needs and developing a training plan, exploring the opportunity to expand membership to a broader spectrum of actors in Canada and proactively seeking out new types of partnerships, including funding partnerships for specific actions.

Years 3 through 5 will focus on *delivering* the Network's value-add for members, using different sources of funding; and exploring new ways to improve the public engagement component of the Network.

The following roadmap provides direction and key milestones over the course of the five years. The themes outlined are subject to change based on emerging trends in the sector and the priorities set by the HRN members.

Sub-activities per year	Year 1 (Apr 24 - Mar 25)				Year 2 (Apr 25 - Mar 26)				Year 3 (Apr 26 - Mar 27)				Year 4 (Apr 27 - Mar 28)				Year 5 (Apr 28 - Mar 29)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Strategic Goal # 1: Connect: To provide spaces for humanitarian actors to connect and facilitate collaboration.																			
Activity # 1.1: Hold annual events for connecting and exchanging experiences																				
1.1 Hold an annual Heads of Agency meeting																				
1.2 Hold an annual Membership Meeting to discuss the HRN operations and ensure a participatory review of the strategic plan implementation																				
1.3 Hold an annual Members' Social event (in-person parallel event)																				
1.4 Hold an annual meeting to bring together Members and GAC																				
Activity # 1.2: Pilot discussion forums and information sharing on emerging and sudden crises																				
2.1 Open discussion forums for crises where HRN members are present																				
2.2 Facilitate and coordinate temporary task forces meetings on specific crisis, as per need																				
2.3 Conduct a Lessons learned on the temporary task force and close																				
2.4 Explore the possibility of technical resource sharing among member under HRN leadership																				
Activity # 1.3: Establish and manage an online platform for members to share and access resources and information																				
3.1 Plan and prepare the launch of the online platform																				
3.2 Launch the Cooperation Canada online platform for information sharing and discussion forums																				
3.3 Conduct a mapping of members (3Ws)																				
3.4 Enhance internal and external communications, including online presence, with Cooperation Canada's communications team																				
Strategic Goal # 2: Learn: To provide learning opportunities that foster continuous improvement, advancement, and innovation.																				
Activity # 2.1: Conduct an assessment of member knowledge needs and develop a learning plan that includes varied and targeted learning opportunities to meet member needs																				
1.1 Conduct an assessment of training needs (including targeted audience, and delivery methodology)																				

Sub-activities per year	Year 1 (Apr 24 - Mar 25)				Year 2 (Apr 25 - Mar 26)				Year 3 (Apr 26 - Mar 27)				Year 4 (Apr 27 - Mar 28)				Year 5 (Apr 28 - Mar 29)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	1.2 Develop a learning plan for the HRN																			
Activity # 2.2: Enable spaces for training and peer-to-peer learning to advance knowledge on priorities identified by the membership																				
2.1 Action the learning plan																				
2.2 Develop a ToR for the new technical Working groups and/or Community of Practice																				
2.3 Establish Technical Working Groups and/or Community of Practice (e.g Protection, Security, Climate Change and Anticipatory Action, etc.)																				
2.4 Hold regular webinars and thematic events on topics raised by the membership leveraging peer-to-peer expertise when possible																				
2.5 Utilize the online platform to document HRN trainings and other learning opportunities																				
Activity # 2.3: Identify and collaborate with learning institutions and online platforms to facilitate learning opportunities for members																				
3.1 Identify online learning institutions and platforms with an expertise in humanitarian response																				
3.2 Develop a collaboration with the online platforms																				
Strategic Goal # 3: Influence: To come together on issues of common concern to improve humanitarian outcomes.																				
Activity # 3.1: Facilitate spaces for dialogue with the Government of Canada to improve humanitarian response																				
1.1 Develop a ToR for the Working Group																				
1.2 Establish a working group on how Canadian Humanitarian Response is operationalised																				
1.3 Organise regular meetings between Co-Chairs and high humanitarian representative from GAC																				
1.4 Provide an annual political analysis of the Canadian humanitarian funding and sector to members																				
Activity # 3.2: Inform and engage members on humanitarian policy through HPAG																				
2.1 Convene meetings for the HPAG																				
2.2 Define the coordination and feedback mechanism with HPAG																				
2.3 Evaluate the effectiveness of the coordination mechanism with HPAG																				

Sub-activities per year	Year 1 (Apr 24 - Mar 25)				Year 2 (Apr 25 - Mar 26)				Year 3 (Apr 26 - Mar 27)				Year 4 (Apr 27 - Mar 28)				Year 5 (Apr 28 - Mar 29)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Activity # 3.3: Strengthen the relationships between the HRN and Canadian and global humanitarian networks and other initiatives																			
3.1 Engage with Canadian Networks (or initiatives) to identify future joint initiatives																				
3.2 Participate and report back on global humanitarian conferences/meetings																				
3.3 Disseminate humanitarian conference and events invitations to HRN members																				
Activity # 3.4. Engage the public in an ethical and constructive way to promote humanitarian response																				
4.1 Establish a community of practice or working group																				
4.2 Promote the HRN during international commemoration days and events																				
4.3 Engage Canadian Humanitarian actors, researchers, and experts in the form of a Conference																				
Strategic Goal # 4: Strengthen: To be a member-driven, responsive network that adds value for members and responds to their needs.																				
Activity # 4.1. Strengthen the capacity of the HRN Secretariat and the leadership role of the Executive Committee																				
1.1 Pilot Program Manager and admin-assistant in lieu of HRN coordinator position																				
1.2 Finalize ToR for Executive Committee																				
1.3 Establish a MoU agreement with Cooperation Canada																				
Activity # 4.2. Diversify sources of funding for the Network																				
3.1 Develop a proposal to GAC																				
3.2 Prepare a study on membership structures and resource mobilization plan																				
3.3 Implement system to track in-kind contributions																				
3.4 Explore (and apply for) external funding opportunities and partnerships for additional special initiatives																				
3.5 Evaluate achievements and challenges in the implementation of the strategic plan																				
3.6 Develop an updated 5-year strategic plan																				