HUMANITARIAN COALITION
Together saving more lives

Canadian Humanitarian Assistance Fund (Phase 4) 2021-2024
Highlights of Reach and Sectoral Results

Reach and Participants

- In total, CHAF 4 projects reached 918,416 people over 45 projects responding to 34 disasters in 25 unique countries.
- Participants included 271,422 (30%) women, 232,641 (25%) girls, 202,259 (22%) men, and 212,094 (23%) boys; 55% of participants were women or girls.
- Types of disasters included: 18 floods, 17 storms, six earthquakes, one landslide, one volcanic eruption, and two disasters related to a sudden rise in forced displacement.
- Project countries included: Afghanistan (3 projects), Armenia, Bangladesh (2), Central African Republic, Chad (2), Cuba, Dominican Republic, Democratic Republic of Congo (DRC) (2), Ethiopia (2), Haiti, Indonesia, Kenya (2), Libya, Malawi (4), Mexico, Mozambique (2), Myanmar (2), Nepal, Pakistan, Papua New Guinea, Peru, Philippines (8), Somalia (2), Tonga, Vanuatu.

Key achievements by sector

WASH: Activities benefited 580,369 people

- 369 wells or water systems were rehabilitated or constructed
- 2,374 latrines were constructed
- 36,982 hygiene kits were distributed

Shelter: Activities benefited 48,373 people

- 8,208 shelter kits were distributed
- 553 shelters were repaired

Protection: Activities benefited 110,618 people

- 26,209 women and girls received dignity kits
- 47 child-friendly spaces were created

NFIs:

- 35,395 people benefited from 9,899 NFI kits with shelter and household items

Health:

- 5,138 individuals vaccinated against vaccine-preventable diseases
- 147,779 individuals accessed primary health care

Livelihoods:

- 39,300 people reached by the rehabilitation and expansion of an agricultural nursery
- 11,472 people were reached with replenished gardening and farming supplies

Nutrition:

- 1,315 girls, boys, and women were treated for severe or moderate acute malnutrition
- 17,574 children under five received Vitamin A supplements

Cash assistance:

- At least 187,850 individuals (37,468 households) received multi-purpose cash

8+3 Final Report Template

Section 1: Basic Information

Name of Partner:	Humanitarian Coalition (HC)
Project Name and Number	Canadian Humanitarian Assistance Fund (Phase 4) 2021-2024 P010242-001
Project Country/Countries:	25 unique countries: Afghanistan (3 projects), Armenia, Bangladesh (2), Central African Republic, Chad (2), Cuba, Dominican Republic, Democratic Republic of Congo (DRC) (2), Ethiopia (2), Haiti, Indonesia, Kenya (2), Libya, Malawi (4), Mexico, Mozambique (2), Myanmar (2), Nepal, Pakistan, Papua New Guinea, Peru, Philippines (8), Somalia (2), Tonga, Vanuatu
Project Area (if applicable):	Several areas
Reporting Period:	April 30, 2021 – December 31, 2024
Project Start and End Date:	April 30, 2021 (grant agreement signature) – Dec 31, 2024 Note: CHAF 4 projects did not begin until after the completion of CHAF 3 on September 30, 2021.
Report Submission Date:	March 31, 2025
Total Project Budget:	$15M in Global Affairs Canada (GAC) funding over three years. Financial report also includes carry forward and interest from CHAF3 of $282,680; interest accrued from CHAF4 of $212,293; and a supplemental contribution from HC to CHAF4 of $212,047

Section 2: The 8 Core Questions

2.1 Overall Performance

CHAF 4 met or exceeded its planned outcomes (see attached PMF)**. The project successfully reduced the vulnerability of people affected by small- and medium-scale rapid onset disasters, especially women and girls.**

In total, CHAF 4 projects reached 918,416 people over 45 projects responding to 34 disasters in 25 countries. The total number of people reached was 23% greater than planned. Of the project participants, 271,422 (30%) were women, 232,641 (25%) were girls, 202,259 (22%) were men, and 212,094 (23%) were boys. **Fifty-five percent of total participants were women and girls.** At least 1,438 people living with a disability were reached.

Types of disasters included: 18 floods, 17 storms, six earthquakes, one landslide, one volcanic eruption, and two disasters related to a sudden rise in forced displacement.

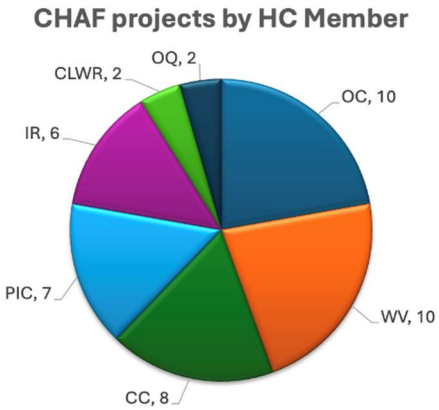
CHAF projects were implemented in 25 unique countries: Afghanistan (3 projects), Armenia, Bangladesh (2), Central African Republic, Chad (2), Cuba, Dominican Republic, Democratic Republic of Congo (DRC) (2), Ethiopia (2), Haiti, Indonesia, Kenya (2), Libya, Malawi (4), Mexico, Mozambique (2), Myanmar (2), Nepal, Pakistan, Papua New Guinea, Peru, Philippines (8), Somalia (2), Tonga, Vanuatu.

The average CHAF project length was six months (range 3-8 months).

35 of 45 projects accessed the maximum GAC contribution of $350,000 per project.

Seven out of eight eligible HC members accessed CHAF 4: Canadian Lutheran World Relief (CLWR), CARE Canada (CC), Islamic Relief Canada (IRC), Oxfam Canada (OC), Oxfam-Québec (OQ), Plan International Canada (PIC), and World Vision Canada (WVC). Save the Children Canada (SCC) did not access CHAF 4. Figure 1 illustrates the distribution by member.

Figure 1. CHAF 4 projects distribution by HC member



Across a wide range of contexts, individual CHAF 4 projects met their planned outcomes. Although most planned targets for outcomes were reported as achieved or exceeded, some projects experienced manageable or other problems in reaching the planned participant number for certain outcomes. This was due security concerns, supply chain challenges, and unforeseen cost increases among other factors. **Highlights of sectoral outcomes are in section 2.3.**

An external evaluation of CHAF 4 assessed the project's overall performance from both process and outcome perspectives. The evaluation considered timeliness, clarity, efficiency (including coordination & complementarity), relevance, and agility (integrating learning), effectiveness and impact. **The evaluation found that CHAF is considered an effective, valuable mechanism, with a high level of satisfaction with the efficiency and responsible use of resources across stakeholders. The evaluation recommended that GAC should continue to invest in the CHAF and expand its multi-year commitment to the mechanism.**

2.2 Changes and Amendments

No major changes were made to the initial CHAF 4 program proposal.

GAC approved a **three-month no cost extension** to the overall CHAF grant in order to accommodate the completion of a final project, thus shifting the end date from September 30, 2024 to December 31, 2024.

12 individual CHAF 4 projects were granted one-month or two-month NCEs. These NCEs were needed due to unforeseen circumstances, such as security threats, unspent funds, and weather threats.

Two of 45 projects underspent funds.

- CHAF 090 (OC) had $47,771 in unspent funds by the end of their project due to an exchange rates gain that they were unable to re-invest in the project. **Unspent funds were returned in full** from OC to HC on October 9, 2023, with $45,809 returned to GAC allocation and $1,962 returned to HC. GAC was informed of the resolution of these unspent funds.
- Security concerns in Papua New Guinea during CHAF 126 (CC) prevented CC from completing project activities and spending as planned. As the final project in the CHAF 4 funding cycle, this project had a non-standard funding mix, with HC funds comprising the majority of the budget. Given the unique circumstances, **GAC approved a solution whereby the GAC project funds (approximately $137K) would be fully spent and reported and that the remainder of the project would be pursued using HC resources, independent of GAC's involvement.** Remaining HC funds will be used to respond to the impacts of flooding and landslips in neighbouring Southern Highlands in PNG.

Two projects reported **allegations of fraud. Both instances were immediately reported to GAC's fraud allegations email and both instances are now closed**. One instance (CARE, Democratic Republic of Congo) was determined to be unfounded; the other instance (OC, Myanmar) was remedied by a review of procedures and a reimbursement by HC to the CHAF account of an unverified loss of CAD 1785.

2.3 Measuring Results

HC members planned and implemented 45 distinct CHAF 4 projects with activities in eight sectors: Water, Sanitation and Hygiene (WASH), MPCA, Shelter, Protection, Non-Food Items (NFIs), Livelihoods, Health, and Nutrition. Final reports were submitted for each project. Highlights of results are below.

1. WASH

Overall, WASH activities reached a total of 580,369 participants, of which 225,634 were women and 4,452 were people living with a disability. Highlights of results include:

- A total of 369 water systems were constructed or repaired in 16 responses. This includes wells, boreholes, water supply schemes, water points, rainwater collection systems, or water stations. An additional 270 WASH facilities were installed over 7 projects, including hand washing stations and showers.
- HC members distributed 40,921 water kits over 12 responses with supplies to purify, filter, and/or store water.
- 2,374 latrines were constructed in 16 responses. This includes household latrines, emergency latrines, block latrines, temporary toilets, latrines at schools or health centres.
- 36,982 hygiene kits were delivered to families in 29 responses.
- At least 15,382 mosquito nets were distributed in 10 responses. Often, the nets were included as part of the hygiene kits.
- At least 218,704 individuals received hygiene promotion information from awareness activities in 23 responses.

Two specific examples of WASH activities in CHAF 4 projects are below:

- **CC** (Tonga) cleaned and repaired 99 community-level rainwater collection systems in 51 communities across Tongatapu, Ha'apai and 'Eua islands, reaching 20,182 people (5,593

women, 4,524 girls, 5,149 men, 4,916 boys). The project saw a 58% increase in the number of community members accessing rainwater tanks.

- **OC** (Mexico) provided safe drinking water to 971 households (3,782 individuals) in 9 underserved communities by installing 10 communal safe-drinking water stations with purification systems that can produce 2,500 litres/day. Moreover, the project also installed 2 water storage tanks per water station with a combined capacity of 7,500 liters as reservoirs, if future crises impact these communities.

2. MPCA

In total, at least 187,850 individuals in 37,468 households in 25 responses in 14 countries received multi-purpose cash assistance (MPCA). MPCA was often used by participants to meet their basic needs, including food.

Specific examples of MPCA activities in CHAF 4 projects are below:

- **CC** (Myanmar) distributed MPCA to 1,178 participants (including 258 female-headed households). The households received MMK 115,000 (CAD 55) in the 1st distribution. CC identified another 582 individuals in two underserved villages and proceeded with a 2nd distribution of MMK 235,000 (CAD 105) per household to an additional 704 individuals. A post-distribution monitoring survey (PDM) of the 1st distribution of MPC found that 100% of affected households were satisfied with the cash assistance.
- **CLWR** (Haiti) reached a total of 2,058 families (1,262 women, 796 men) with a cash grant of CAD 125 (HTG 11,521). Most participants said that the money came at the right time allowing them to buy food, pay children's school fees and medicines, repair their homes and address other urgent needs.
- **IRC** (Afghanistan) distributed MPCA at 20,350 AFN (378 CAD) to 587 individuals (146 women, 129 men, 151 girls, 161 boys, 49 People with disabilities). The PDM found that 97% of participants surveyed reported that their overall well-being had improved. A majority of participants (83%) found the cash amount sufficient to cover household needs.
- **WVC** (Armenia) in collaboration with the Ministry of Labour and Social Affairs (MLSA) successfully streamlined the implementation process for cash assistance to 630 forcibly displaced people to meet their needs in basic services as food, medicines, relocation costs and transportation.

3. Shelter

In total, shelter activities reached at least 48,373 affected persons, of which 21,107 were women and 733 were people living with a disability.

- HC members distributed at least 8,208 shelter kits in 13 responses.
- 553 shelters were repaired over 5 responses.
- 3,859 were provided cash for rental assistance.

Two specific examples of shelter activities in CHAF 4 projects are below:

- **IRC** (Afghanistan) constructed 37 permanent shelters reaching 259 individuals (59 women, 60 men, 68 girls, 72 boys, 21 people with disabilities). The PDM showed that 97% of respondents reported that the shelters afforded privacy and were accessible to women and children.
- **OQ** (Chad) supported 140 households (88 female-headed households, 52 male-headed households) with materials (e.g., bricks, a door, a window, etc.) for the reconstruction of shelters. Community participation and cash-for-work were used for the construction of the

shelters. OQ paid 65,000 CFA (143 CAD) to the masons per household as labor for the construction of the shelters.

4. Protection

Overall, there were 110,618 total participants in protection activities, of which 43,594 were female and 2,573 were people living with a disability. Key results were:

- Dignity kits were distributed to at least 26,209 women and girls affected by crisis in 18 responses.
- Forty-seven child-friendly spaces were created in 8 responses. In addition, **PIC** established 49 protection communities and **WVC** established 9.
- HC members conducted awareness raising activities about gender-based violence and child protection that reached 78,406 individuals over 14 responses.
- Four HC members provided mental health and psychosocial support to 14,119 individuals in 12 responses.
- In addition, **OC** reported that at least 1,529 individuals received access protection services through referrals, and 100 received legal assistance. **WVC** also supported 137 individuals to access protection services through referrals.

A specific example of protection activities in a CHAF 4 project is below:

- **PIC** (Mozambique) established 3 Child Friendly Spaces (CFSs) in Namacurra Sede, Pidá and Malei localities and provided psychosocial support (PSS), arts and recreational services to a total of 3,376 children (1,620 boys and 1,756 girls). They also identified a total of 9 facilitators (6 women and 3 men) and trained them on CFS management and providing psychosocial support (PSS) through counselling and play therapy (recreational and sporting activities). Further, Information and awareness sessions on Child Protection in Emergencies (CPiE) key topics were provided to a total of 11,359 people (2,786 men, 3,105 women, 1,776 boys and 3,692 girls).

5. Livelihoods

One early CHAF project, CHAF 085, CC's response to the Hunga Tonga Hua'apai Eruption, rehabilitated and expanded an agricultural nursery, enhancing agricultural access to 39,300 people (20,161 female, 19,139 male) in 122 communities. In addition, the project team replenished supplies and materials and provided technical support to women's gardening groups, farmers groups, and farmer cluster groups, reaching 11,472 people (5,815 female, 5,657 male). Tools and equipment were distributed according to groups' size and needs, resulting in a tailored distribution approach per group. PDM found that these activities improved nutrition with daily consumption of vegetables; increased household income and savings with less reliance on purchased food and/or ability to sell surplus food in markets.

6. Non-Food Items (NFIs)

At least 9,899 kits were distributed over 14 projects by six HC members. The kits included items such as kitchen sets, blankets, dormitory kit, or winter support. There were also specialized kits such as an emergency carer's kit and psychological first aid kits.

Specific examples of NFI activities in CHAF 4 projects are below:

- **IRC** (Afghanistan) distributed 435 NFIs for 3,054 individuals (789 women, 716 men, 758 girls, 791 boys, 235 people with disabilities). The NFI Kits contained: a cooking pot (2 pieces), frying

pan (1 piece), ladle (2 pieces), tablespoon (7 pieces), water glass (7 pieces), jug (1 piece), mugs (7 pieces), plates (7 pieces), knife (1 piece), bowl (2 pieces), tray (1 piece), and a solar lamp (1 piece). PDM results show that 40.5% of the respondents were "very satisfied" with the quality of kitchen items received, while the remaining 59.5% were "satisfied."

- **WVC** (Armenia) distributed winterization support to a total of 3,662 individuals (1,905 females, 1,757 males), which included warm clothes, blankets, bedding, mattresses, and home supplies. The composition of the support package depended on the specific needs of each family.
- **WVC** (Vanuatu) distributed 103 emergency carer's kits to people with disabilities and their carers directly supporting 104 people with disabilities (15 boys, 17 girls, 39 men, 32 women, and 1 SOGIESC diverse individual). Carer's kits included wash cloths, and drink bottles with in-built straws to support caring for people with disabilities. The PDM found high utilization of the kits (100% of all survey participants reported using them).

7. Health

Four projects delivered by **WVC** and **OC** incorporated health activities. Highlights of the results are:

- 5,138 individuals vaccinated against vaccine-preventable diseases.
- 72 community health workers were trained.
- 147,779 individuals accessed primary health care.
- In addition, essential medical supplies (medicine and equipment) were provided to health centres in the affected areas.

8. Nutrition

WVC delivered nutrition activities in three CHAF 4 projects. Key achievements were:

- 9,232 girls, boys, and women were screened for acute malnutrition.
- 1,315 girls, boys, and women were treated for severe or moderate acute malnutrition.
- 542 of the individuals treated for severe acute malnutrition were discharged cured.
- At least 9,870 individuals attended educational sessions on Infant and Young Child Feeding (IYCF) and nutrition.
- 17,574 children under five (9,360 girls and 8,214 boys), received Vitamin A supplements.
- 11,955 mothers received deworming medications.

2.4 Total Affected Persons

Table 1. Target *and actual participants reached in CHAF 4*

	Women	Men	Girls	Boys	Total
Planned	212,969	160,691	202,929	172,999	**749,588**
Reached	271,422	202,259	232,641	212,094	**918,416**
Variance planned v actual (%)	58,453 (+27%)	41,568 (+26%)	29,712 (+15%)	39,096 (+23%)	**168,828 (+23%)**

Table 2. Target and actual participants reached by member agency

Member Agency	Total Planned Participants	Total Actual Participants	% Achieved
CC	72,087	108,181	150%

CLWR	20,317	41,331	203%
IRC	62,653	82,536	132%
OC	188,676	204,439	108%
OQ	25,500	26,219	103%
PIC	59,690	102,367	171%
WVC	320,665	353,343	110%

2.5 Participation of and Accountability to Affected Population

Accountability to affected populations was at the centre of all CHAF 4 projects. **HC members were committed to ensuring the participation of affected persons, in particular women and girls, throughout all stages of projects.**

The CHAF 4 external evaluation found "there is good evidence that CHAF projects are designed in a participatory manner that incorporates local expertise and [there is] a positive view of local communities' participation in decisions about CHAF assistance, particularly among the country offices and local implementing partners."

See below for a sample of the participatory approaches and accountability strategies that HC members employed in CHAF 4 projects.

Information Dissemination

- **CLWR** (Haiti) launched their project after holding a public meeting with affected communities, local officials and community leaders. The project staff explained the project goals, and beneficiary entitlements including their rights and responsibilities.
- **WVC** (Somalia) shared information about the project with affected populations through multiple channels. Seventy-one percent of feedback questionnaire respondents learned about the distribution schedule through village chiefs. Additionally, 10% of respondents received information directly from WV.

Community Consultation and Involvement

- **CC** (Papua New Guinea) carried out consultations and worked through community structures to enable participants to play an active role at all stages of the project.
- **IRC** (Afghanistan) actively engaged affected persons through focus group discussions (FGDs), surveys, and community consultations. This participatory approach allowed the project to adapt based on feedback. For example, the project changed its shelter repair plan based on feedback from participants on their preferred material to protect against water damage.
- **OC** (Philippines) involved communities in the design, construction, and/or repair of water supplies and in the facilitation of hygiene promotion activities in communities.
- **OQ** (Central African Republic) involved affected persons and local partners in the project's needs assessment and the implementation strategy, particularly with regard to the identification of water points and latrines.
- **PIC** (Malawi) engaged participants in choosing the distribution points and distribution time to ensure easy and safe access for all community members.

Feedback and Complaints Mechanisms

HC members used a variety of mechanisms to collect feedback and complaints from affected persons, including SMS and emails, suggestions/feedback boxes, hotline/helpline/dedicated phone number,

community meetings, and feedback forms. Feedback and complaints were promptly addressed by project teams. Often, feedback from participants would be used to adjust project activities or implementation to better reflect the true needs of affected communities.

A sample of feedback from participants is below.

- **OC** (Philippines) reported that 98% of project participants responded that they felt safe receiving their assistance and found it convenient, and 99% felt that the organization's staff treated them with respect.
- **WVC** (Somalia) reported that 79% of respondents believed the distribution process was fair, and 95% felt comfortable providing feedback about the project.

2.6 Risk Management

Risk assessment is standard practice for all projects activated under the CHAF 4 program. A number of risks were identified during project planning and mitigating measures were put in place to address them. HC members continued to assess potential risks throughout the implementation of projects. Common risks identified and experienced during CHAF 4 projects, as well as a variety of mitigation strategies, are summarized below.

1. *Risk:* **Transportation challenges and delays,** due to fuel shortages and severe weather, impact activity implementation and project timelines.
   - **CC** (Cuba) hired a private internal transportation agency to guarantee speed and safety given the fuel crisis in the country.
   - **WVC** (Vanuatu) experienced poor weather including heavy rainfall and flash flooding, which further eroded roads including to the island's airport making access to supplies and communities challenging and posed safety risks due to dangerous driving conditions. To mitigate this, they employed highly skilled, local drivers and planned distribution points and timing of community distributions based around weather.

2. *Risk:* **Security incident(s)** threatening participants or staff and affecting agency's ability to implement the project. This was a key risk identified and experienced in multiple CHAF 4 projects.
   - **CLWR** (Haiti) could not use the highway to the South due to gang activity. To ensure safety, their staff travelled to project sites at Grand'Anse by air.
   - **OC** (Philippines) mitigated security risks by assigning Security Officers to monitor the situation and communicate any risks to the team. In addition to conducting risk assessments in the project areas before, during and after every activity, preparedness plans were developed.
   - **OQ** (Chad) reported security incidents in their project area, which they addressed through monitoring the situation and strictly adhering to security policies.

3. *Risk:* **Product shortages and delays** may limit or delay some planned activities.
   - **PIC** (Nepal) mitigated the absence of some products (e.g., blankets, mattresses, ropes, etc.) in the local market by changing their supply chain area strategy to buy products on a larger scale and at a regional/national level.
   - **WVC** (Vanuatu) experienced supply chain issues. To avoid distribution delays, they locally procured hygiene kits.

4. *Risk:* **Staff capacity limitations** impact project activities (including difficulty in hiring, limited awareness of humanitarian standards, cultural appropriateness, etc.).

- **IRC** (Afghanistan) addressed challenges in recruiting senior staff by mobilizing internal staff and increasing community-based staff. Technical surge teams were deployed to the field to complete delayed activities. The team also worked with local authorities to ensure female staff could participate, though they were eventually restricted. Female staff continued engaging with female participants via phone calls.

5. *Risk:* **Local government or authorities limit agency's ability to implement** project activities.
   - **IRC** (Afghanistan) was delayed in securing permissions for two months. Advocacy and meetings with government authorities resolved this, ensuring project activities were implemented within the timeline.
   - **OC** (Philippines) proactively established communication and coordination mechanisms with the government agencies to mitigate this risk.

2.7 Exit Strategy and Sustainability

Exit strategies were carefully planned and executed for CHAF 4 projects, which were intended to be short-term responses ranging from 3 to 8 months in length.

Key to successful exit strategies were clear communication and transparency with stakeholders about project scope, timelines, outcomes reached, and handover of responsibilities to local partners and communities.

For example, IR's (CHAF 111) exit strategy for their response in Afghanistan included the following steps:

- Actively engaging stakeholders to create awareness about the exit strategy through transparent communication and collaboration.
- Maintaining ongoing communication and monitoring throughout the exit process to address any challenges or adjustments promptly.
- Prioritizing the well-being of rights holders by considering their needs, feedback, and the overall impact during the transition.
- Carefully timing the exit to minimize disruptions while maximizing positive outcomes, ensuring a smooth transition for all involved parties.
- Advocating for continued assistance (shelter, NFIs, cash) from other humanitarian actors, and ongoing fundraising efforts to support early recovery, resilience, and livelihood interventions.

As part of their exit strategies, HC members were committed to sustaining outcomes achieved. **Strategies to help promote the sustainability of project outcomes included prioritizing community-ownership of project outcomes, creating linkages with longer-term programs wherever possible, and building the capacity of local partners through training and learning workshops.** For example:

- **CC** (Ethiopia) conducted hygiene and sanitation awareness sessions when distributing sanitary items to impart lasting knowledge and practices that community members could continue to utilize after the project ended.
- **CLWR** (Chad) rehabilitated four boreholes during its response and handed them over at the project's closure to village chiefs, who will oversee their maintenance through the local management committees.
- **IRC's** (Afghanistan) activities included clearing roads and canals, enhanced sustainability of project outcomes. Roads that were previously rough and impassable are now smooth and

safe, reducing travel time from 1 hour to 20 minutes. Likewise, the cleared irrigation canals now facilitate efficient water flow, supporting agriculture and reducing flood risks.

- **OC (**Philippines) oriented local carpenters on the 10 principles of disaster-resilient construction, strengthening construction skills in the community for future needs.
- **OQ** (Central African Republic) was committed to building the capacity of their 5 local implementing partners during their project to support sustainability of outcomes and future emergency responses.
- **PIC** (Kenya) strengthened the GBV coordination mechanisms between service providers such as pro bono lawyers, counsellors, health workers, case managers, and local communities aiming at improving the capacity and networks of these communities to sustain the project's achievements beyond its duration.
- **WVC** (Armenia) included training and capacity-building support for local organizations and community groups, including 72 community social workers and specialists from 30 communities, ensuring they have the necessary capacity and resources to sustain the project's results.

2.8 Lessons Learned

All HC members employed best practices, overcame challenges, and had opportunities for learning throughout the planning, implementing and follow-up processes of their CHAF 4 projects. The knowledge and lessons learned from CHAF 4 projects will be useful to consider in future humanitarian responses to emergencies, especially in upcoming CHAF 5 projects. Highlights of key lessons learned by HC members are below.

Engaging and collaborating with local partners improves the effectiveness and sustainability of projects. For example:

- **CC** (Myanmar) found that local partners' knowledge of context and implementation opportunities was important for successful project implementation. For example, Travel Authorizations (TAs) are highly restrictive and extremely difficult for non-local travelers in the project area.
- **CLWR** (Haiti) reported that their local implementing partner's rapport in the project communities was crucial in safely accessing remote communities amidst the ongoing political turmoil in Haiti.

Involving communities in project planning and implementation **enhances the community ownership and transparency of the project**. For example:

- **CC** (Democratic Republic of Congo) used RECOs (Relais Communautaire – Community Relays) and local leaders/neighborhood chiefs for identifying beneficiaries, which significantly enhanced community ownership of the assistance provided.
- **PIC** (Nepal) used an owner driven approach in their project. By using local resources and having participants help implement activities, especially through the cash-for-work modality, the community's sense of accountability and ownership increased.

Timeliness in emergency responses is crucial to meet the urgent needs of participants. HC members reported a variety of best practices and lessons learned in deploying quick responses. For example:

- **CC** (Ethiopia) noted that to enable quick action to emergencies, it is imperative for stakeholders, including government bodies and implementing partners, to develop robust emergency response plans tailored for anticipated floods or similar disasters. Specifically, the

pre-positioning of non-food items has proven crucial in enabling rapid deployment of aid, significantly reducing the response time during flooding.

- **WVC** (Ethiopia) reported that a timely start of projects is crucial to avoid wastage of resources.

Many projects highlighted **MPCA as an impactful and empowering modality to provide immediate support to affected communities**. HC members shared their learnings and future strategies to improve the effectiveness of cash and/or voucher transfers. For example:

- **CC** (Myanmar) noted that the number of members of a household greatly influenced how beneficial MPCA was, with households of 10-12 people finding the MPCA insufficient to meet everyone's needs. Future MPCA distribution projects will take into consideration a further breakdown of criteria for determining one household, with calculations being more nuanced to numbers within one household.
- **IRC** (Afghanistan) noted the potential in utilizing vouchers in conditional cash assistance in future interventions. This approach will help ensure the intended purpose of the activity is met and avoid scenarios where cash is used for unintended purposes, as observed in their cash for rent activity.
- **OC** (Kenya) found that using an electronic voucher system for provision of shelter, dignity kits and WASH Non-food Items (NFIs) significantly reduces the time required for distribution. Project participants were able to redeem their vouchers at their convenience, needing minimal assistance from the organizations. Future flood response projects will integrate electronic voucher systems to improve efficiency and reduce logistical burdens.

Section 3: Additional Questions (the up to "3")

3.1 Value for Money/Cost Effectiveness

The CHAF 4 external evaluation used efficiency as one key criterion to evaluate performance. The **evaluation report notes "wide agreement that the CHAF is highly efficient"** particularly in light of the streamlining process which has simplified tools and processes.The evaluation found **general satisfaction with the timeliness of the CHAF 4 and the clarity of the process to request funds**. Interviewees noted that it enables them to respond quickly. It is considered a fast mechanism compared to appeals and funds from other donors, but not as fast as the Start Fund.

In terms of **unit cost per participant, the average unit cost per participant for all projects is $37.49.**

More than half of the CHAF 4 projects (26 projects) incorporated some form of cash or voucher assistance. There was a consistent view that the MPCG enhanced the efficiency of the project and allowed the affected population to meet its needs. An analysis of the unit cost per participants in projects that include MPCG was found to be lower ($30.80) than those that did not include MPCG ($42.25). It is recognized that this is a superficial analysis, as there are many variables that influence the unit cost that were not factored into the calculation, but it supports the perception of stakeholders interviewed in the external evaluation that MCPG enhances efficiency.

3.2 Visibility / Public Recognition (required for GAC)

CHAF outcome 3.0 is to **increase the profile of Canada's collaborative response to small- and medium-scale international disasters. Outputs within this outcome were met or exceeded** (see attached PMF).

For example, **social media posts about CHAF activities generated 2,770,537 social media impressions in 2023 alone** including 1,228,524 impressions for the 2023 CHAF Visibility Campaign, Your Feet on the Ground. Many of these posts were **further amplified by @CanadaDev and individual HC members.**

Further**, each CHAF project has its own unique webpage on the HC website**. CHAF projects and results are highlighted in **monthly donor communications to the HC donor base (over 52K).** CHAF as a whole and individual projects are included in the HC Annual Report.

Each CHAF project has communications requirements, including one impact story and photographs. In addition, HC members may access an **optional Communications & Visibility supplement** of up to $1,500 CAD, funded by GAC. The supplement may be used by project teams to gather additional content, particularly **high quality images and video and was used in 17 of 45 projects**. These higher quality communications assets assist HC members and the HC Secretariat in increasing the profile of Canadian support with various audiences, including the Canadian public. For example:

- **IRC** (Afghanistan) reported that the supplement helped them showcase CHAF-funded activities among the humanitarian community in Afghanistan, including through social media.
- **PIC** (Kenya) accessed the supplement budget to produce 39 images, and 4 videos related to various activities of their project for their Media and Communications team to use in outreach and communications.
- **WVC** (Mozambique) incorporated media, communications, and visibility contents in their Cyclone Freddy project communications plan. High-quality images were captured and highlighted important events during project implementation. T-shirts, caps, and banners included both the WV and GAC logos to strengthen visibility. The GAC logo was also placed on all water tanks placed at health centers and schools around the project locations.

3.3 Coordination

Coordinating with a wide variety of key stakeholders enabled HC members to implement effective and efficient responses to support the immediate needs of affected communities.

Coordination with the broader humanitarian systems involved participating in working/steering groups, cluster/coordination meetings, and task forces. Information sharing in these groups allowed for humanitarian resources to be optimized and targeted towards the most impactful areas. Examples include:

- **CLWR** (Chad) worked closely with UNHCR, who coordinated the Sudanese refugee response in Chad, to share information and avoid duplication of efforts.
- **OC** (Kenya) closely engaged with stakeholders for their response to the floods in Kenya, including the County Steering Group (CSG), Sub County Steering Group (SCSG), and the Cash Technical Working Group (CTWG). These groups played an important role in providing guidance for selecting project sites as well as ensuring alignment and effective targeting of project interventions and participants.
- **PIC** (Nepal) participated in cluster meetings (shelter, education, protection, health, WASH, food security) and disaster response platforms at provincial and district levels for their response to the earthquake in Nepal. They reported that these meetings enabled the sharing of information and resource mapping which ensured their relief kits met the minimum standards recommended by the clusters.

HC members also **coordinated closely with national, regional, and local government** structures throughout their projects. These coordination efforts led to enhanced situational awareness and the smooth delivery of projects. Examples include:

- **IRC** (Malawi) coordinated with government structures in their response to Cyclone Freddy. These coordinated efforts leveraged information from district departments and community structures which informed the needs assessment for project location, primary needs of affected communities, and the composition of kits.
- **OQ** (Chad) regularly met with local authorities to coordinate the flood response.
- **WVC** (Dominican Republic) established coordination with their targeted municipalities, the Fire Department, Civil Defense, and the Ministry of Public Health for their project. They noted that the level of coordination with the community leaders and with government leadership has subsequently allowed for increased ability to manage the community development processes and emergency and disaster preparedness. As part of their intentional coordination approach, WVC also coordinated with Dominican Red Cross, Ministry of Education, youth networks, neighbourhood councils, community women's associations, volunteer network groups, and community child well-being committees.

Frequent coordination with other I/NGOs provided opportunities to share critical information and best practices, ensuring responses did not overlap in locations and/or resources. Examples include:

- **CC** (Libya) regularly communicated and collaborated with other I/NGOs which ensured a broader reach, including remote and hard-to-access areas, while building trust and cooperation between the local population and humanitarian actors.
- **OC**'s (Philippines) response to Typhoon Doksuri involved coordinating with the Philippine Red Cross, Save the Children Philippines and other private sector groups to avoid duplication of area coverage.

3.4 Implementing Partners

Forty-seven percent of CHAF 4 projects (21 of 45) were delivered alongside or through a local partner. Implementing partners often had extensive experience of working within targeted areas, resulting in strong relationships with the local communities and a deep knowledge of local culture and customs. This made local partners well placed to deliver projects and overcome any challenges faced during implementation. An external review of CHAF 4 found that working with local partners may have increased efficiency because it allowed for a faster response, already having presence in the area and established relations with local governments.

Highlights of implementing partners in CHAF 4 projects include:

- **CC** has been working with their implementing partner Phyu Sin Saydana Action Group (PSSAG) in Myanmar for over three years on various projects. PSSAG was the main implementer in the field of all activities, including needs assessments, community sensitization, beneficiary selection, local procurement, and distribution. CC provided training and follow-up mentorship to strengthen PSSAG's capacities and build their confidence in implementing this project and for future ones.
- **CLWR**'s implementing partner Fondation Nouvelle Grand'Anse (FNGA) rolled out their project in Haiti, starting from the rapid needs assessment, liaising with the local officials, community outreach, beneficiary selection, oversight of cash distributions, post-distribution monitoring, and facilitating the complaints response mechanism.
- **OC** implemented their humanitarian assistance in the Philippines to flood-affected communities in collaboration with the Rural Development Institute of Sultan Kudarat, Inc.

(RDISK). RDISK is a non-governmental, non-profit organization that leads community organizing and community development, and a resource organization with the goal of empowering rural communities in Central Mindanao.
- **PIC**'s project in Kenya was implemented in partnership with a local organization called Strategies for Northern Development (SND). SND has earned the trust of the local communities and maintained a positive working relationships with the national and county level governments. This partnership added value to the project through the timely and localized delivery of the response.

3.5 Environment

While the HC Secretariat does not directly engage in physical works or undertakings as defined in the Impact Assessment Act (IAA), it does require all members to comply with the Act with respect to project activities funded by the HC under the CHAF program. The HC requires its members to adhere to Canadian Environmental Standards, conduct environmental assessments when necessary, and comply with environmental laws of the country of operation.

Projects aimed to address the immediate, urgent needs of affected communities with minimal disruption to the environment. HC members considered the environmental impact of their activities when selecting their suppliers, materials and implementation locations. Projects were in line with organizational, national and local policies and legislation in protecting the environment. Examples of strategies and actions taken by HC members to reduce the environmental impacts of their projects include:

- **CLWR** (Chad) avoided places with many trees when selecting sites for their latrine construction to conserve biodiversity.
- **OC**'s (Philippines) response to the earthquake in the Philippines prohibited the use of hardwoods and trees for the repair of shelters and the distribution of single-use plastic to align with environmental protection policies.
- **OQ** (Central African Republic) avoided rehabilitating wells and reconstructing latrines in floodable areas. They also banned disposable plastic packaging for the distribution of hygiene kits.
- **PIC** (Mozambique) used local, environmentally friendly materials for their construction activities.
- **WVC** (Afghanistan) established appropriate garbage points, waste collection locations and a disposal system at the health centres covered under their project. They also used solar panels to supply sustainable energy to the health centres.

In addition to reducing their projects' ecological footprint, many **HC members promoted sustainable practices to strengthen vulnerable communities' environmental stewardship and ultimately, foster resilience against future environmental crises.** Examples of these efforts include:

- **CC**'s (Democratic Republic of Congo) project raised awareness about the link between flooding and climate change, emphasizing the importance of environmental protection. Efforts included combating deforestation and promoting reforestation as part of a broader strategy to reduce flood risks and protect natural resources. They also educated families about sustainable hygiene practices, reducing plastic packaging, and proper waste management.
- **IRC** (Afghanistan) communicated the importance of preserving vegetation for resisting future floods. They also used flood-resistant techniques in their rebuilding activities (e.g., water proofing walls) to promote resilience against floods.

3.6 Gender Equality

HC members recognized that women and girls are particularly vulnerable during emergencies due to the heightened risk of gender-based violence (GBV) and sexual exploitation and abuse (SEA). Preexisting societal norms and gender roles regarding access to resources can also be a source of conflict during times of emergency. Rapid gender analyses conducted by HC members revealed there were significant gaps in the participation of women and girls in decision-making both within households and community structures in many project areas. In this context, projects were designed to support equitable access to humanitarian assistance, ensuring the specific needs of women and girls were addressed. By prioritizing the most vulnerable population groups, projects aimed to shift control over resources and actively engage women and girls in project activities. Highlights of gender equality efforts are below.

Women and girls were actively included in decision-making processes.

- **CC** (Ethiopia) consulted with women and girls on the timing, locations, and methods of distribution to incorporate their insights and address their specific safety and security concerns. This participatory approach was critical in making the aid process not only accessible but also responsive to the unique vulnerabilities faced by women and girls, such as sexual and gender-based violence.
- **OQ**'s (Central African Republic) project included women in a variety of positions of power on the targeting and water points management committees, including president, vice-president, and general treasurer.
- **WVC** (Somalia) actively included women and adolescent girls in committees responsible for beneficiary selection, activity identification, and education sessions for their project.

Women and girls' contextual needs and risks were understood when planning and implementing gender-sensitive project activities.

- **IRC** (Afghanistan) designed their shelter construction to meet the needs of both men and women, incorporating privacy and convenience with two-room layouts and designated cooking areas. Additionally, latrines were constructed close to the shelters to ensure ease of access for women, including at night, enhancing their safety and convenience.
- **PIC** (Nepal) addressed gender-based gaps by establishing safe spaces in emergency shelters and gender-sensitive latrines. The latrines were gender-responsive and disability-accessible, ensuring privacy, safety, accessibility, and dignity for all individuals.
- **WVC** (Democratic Republic of Congo) addressed the practical needs of women and girls by including a specific room to manage menstrual hygiene in all latrines at the health centers and schools. This will support women and girls to continue to attend school and have access to health care facilities and resources at all times.

Awareness of GBV and SEA was raised through project activities.

- **CC** (Ethiopia) conducted training for project staff and humanitarian workers on GBV and SEA risk mitigation, promoting a survivor-centered approach in handling GBV/SEA cases. Service mapping was conducted to identify and establish referral pathways for GBV/SEA survivors, ensuring that the services are accessible and responsive to the needs of survivors.
- **CLWR** (Chad) raised the issue of gender-based violence and discussed prevention and response strategies during all sensitization campaigns.

- **OC** (Mexico) implemented a safeguarding strategy to protect affected people by having open communication channels to report any SEA incident by staff members, partners or other key stakeholders providing humanitarian aid.
- **PIC** (Nepal) provided safeguarding training to the project teams to prevent and respond to GBV, established safe reporting mechanisms, and orientated community members on child protection, GBV, and on the existing social security schemes with the local government. In addition, flyers and information on safeguarding principles, complaints and feedback mechanism were shared with the participants in every distribution and orientation session.

CHAF4 Budget - Final Report - March 31, 2025		3-YEAR BUDGET	GAC ACTUALS (April 2021-Dec. 31, 2024)		GAC VARIANCE (April 2021-Dec. 31, 2024)		EXPLANATION OF VARIANCES & ADDITIONAL NOTES
Budget Line	**Description**	**GAC-MHD Contributions**	**GAC-MHD Contributions**	**%**	**GAC-MHD Contributions**	**%**	
A	**Personnel & Support Costs:** 1) HC Secretariat Full time equivalent of CHAF Program Manager	240,000	226,667	94%	(13,333)	-6%	Central personnel expenses (HC Secretariat) against CHAF4 did not actually start until Oct. 2021 and concluded in July 2024. This is two fewer months than initially anticipated.
	Sub-Total Personnel & Support Costs:	240,000	226,667	94%	(13,333)	-6%	
B	**CHAF Project Funding** Reporting on each individual project provides the detailed breakdown by sector and subheading	13,582,600	14,291,974	105%	709,374	5%	Program expenses for CHAF4 did not start until Oct. 2021 and concluded in July 2024. The last project activated was CHAF 126 in June of 2024, which exhausted all remaining GAC funds and was supplemented by the HC (see adjustments below).
	Sub-Total CHAF Project Funding:	13,582,600	14,291,974	105%	709,374	5%	
C	**Visibility / Communications** Ongoing activities include: translation; news releases and communications; online promotion; video and infographics production; project-level photography & videography; annual report [$26,233 per year]. Field visits (once per year) include: photo-journalist, travel, logistics and reporting in support of public awareness and accountability initiatives [$10,063 per year].	108,888	58,434	54%	(50,454)	-46%	Communications expenses against CHAF4 did not start until Jan. 2022 onward. There is a natural lag time from project implementation to public communications. There was also a slightly lower draw down on project level photography and audio-visual work, which will be reviewed by the HC Program Committee. A special CHAF4 promotion campaign in spring 2023, in coordination with GAC, doubled the previous expenditures in this area and drove significant growth in visibility and awareness of the impact of the CHAF program. Field visits did not take place. As CHAF4 came to a close, all remaining funds were channelled toward programming.
	Sub-Total Visibility	108,888	58,434	54%	(50,454)	-46%	
D	**Assessment, Monitoring & Evaluation:** Implementation of MEAL framework, including mid-point and final reviews, final outcome evaluation and reporting, external evaluators, learning events and logistics costs. (Note that ongoing tracking and monitoring is carried out by HC members and secretariat.)	22,000	34,556	157%	12,556	57%	MEAL activities and costs are primarily incurred as the program is ending. Following a competitive RFP process, Nexus Cooperation was retained to do a robust CHAF4 evaluation report between December 2024 and March 2025, including engagement of implementing country offices and partners as well as HC members, GAC and other stakeholders. The budget for MEAL going forward should anticipate higher costs to enable such fulsome evaluation efforts.
	Sub-Total Assessment, M&E:	22,000	34,556	157%	12,556	57%	
SUB-TOTAL DIRECT PROJECT COSTS:		$13,953,488	$14,611,631	105%	658,143	5%	
H	**HQ Administrative Costs** (max of 7.5% of direct project costs)	$1,046,512	$1,096,018	105%	49,507	5%	Primary CHAF4 expenses began in Oct. 2021 and concluded in July 2024 with ICR captured commensurately.
TOTAL PROJECT COSTS:		$15,000,000	$15,707,650	105%	$707,650	5%	
ADJUSTMENTS							
H	**Carry forward from CHAF3**		-$282,680				Unspent funds plus accumulated interest from CHAF3, as per agreement with GAC and previously reported.
	Interest accrued on GAC CHAF4 funds		-$212,923				The HC has a separate bank account to track CHAF interest on each tranche of funding.
	Supplemental contribution from HC to CHAF4		-$212,047				HC added its own funds to GAC's in order to complete CHAF126 as CHAF4 came to a close and before CHAF5 funding was in place. These funds are in addition to the HC's 5% counterpart commitments as well as additional cash and in-kind support to the program.
TOTAL ADJUSTMENTS			-$707,650		$0		
ADJUSTED TOTAL PROJECT COSTS		$15,000,000	$15,000,000		$0		

HC and Member Contributions to CHAF4

- The CHAF4 was modelled on direct project funding of **85% from GAC**, with counterpart contributions of **5% from the HC** secretariat and **10% by the member agency** implementing the project.

- The HC secretariat provided a 5% counterpart contribution (totalling $837,408) to each project with a supplemental contribution of $212,047 on the final CHAF project to make its budget whole. The total provided by the HC to CHAF4 amounted to **$1,049,455**, or the equivalent of 6.3% counterpart support.

- The HC members also contributed higher levels of support to expand the reach of their CHAF4 projects. Membership contributions **$1,989,487**, which was $314,671 higher than required. Their total support amounted to 11.9% of direct project funding.

- Separate from in-kind staffing and other supports, HC secretariat and members provided a total **$3,038,942** in counterpart and supplemental funding to the CHAF4 program. With both GAC support and HC and member contributions, the total project expenditures were **$18,038,942**.