THE NHF THANKS ITS DONORS FOR THEIR GENEROUS SUPPORT IN 2021

Credits
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The latest version of this document is available on the NHF website at www.unocha.org/nigeria/about-nhf.

Full project details, financial updates, real-time allocation data and indicator achievements against targets are available at https://pfdata.unocha.org/

About NHF
For additional information, please contact: Nigeria Humanitarian Fund ochanhf@un.org

Front Cover
Ibrahim, 11 months, is held by his caregiver outside a Plan International nutrition stabilization centre funded by NHF in Gashua, Yobe State. Credit: OCHA/Christina Powell

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This 2021 Nigeria Humanitarian Fund (NHF) Annual Report shows how the NHF helped save lives, improve living conditions, and protect the most vulnerable people. It tells the stories of people who were assisted through the NHF’s efforts and the fund’s impact on the lives of people across Borno, Adamawa and Yobe (BAY) States.

More than 8.7 million people in north-east Nigeria needed humanitarian assistance in 2021. Twelve years of violence and instability have caused a large-scale protection crisis. About eighty per cent of people in need are women and children. Non-state armed groups continued to attack, causing further displacement of vulnerable people and limiting humanitarian access to people in need. By the end of 2021, the number of internally displaced persons (IDPs) had risen to 2.2 million.

In 2021 the people of north-east Nigeria were faced with the worst food security outlook the region had seen in four years, with an estimated 4.4 million struggling with critical food shortages. Acute malnutrition in Borno and Yobe States rose to the highest recorded levels since 2016. Health risks persisted, and the worst cholera outbreak in recent years spread across all three states.

NHF funds – US$ 31.4 million in 2021 – allowed our humanitarian partners to respond to the needs of 1.8 million people affected by conflict, food insecurity, disaster and disease outbreaks, including cholera. The fund made two innovative allocations this year: The ‘Consortium Reserve Allocation’ promoted partnership between international and Nigerian NGOs. The fund allocated $3.3 million to nine national and four international NGOs to provide integrated education, nutrition and protection services for 800,000 people. The ‘Durable Solutions Reserve Allocation’ used matching funds from other donors to promote alternative solutions for people who did not wish to return to their areas of origin.

With thanks to the generous donor contributions of $30.5 million, NHF maintained the same funding levels as in 2020. We are enormously grateful to Azerbaijan, Belgium, Canada, Germany, Ireland, Luxembourg, Norway, Sweden, Switzerland, and private donors for their contributions in 2021.

I would like to thank the Advisory Board and the Sector Coordinators for their continued support through NHF’s five years of operations. And I wish to recognize NHF’s national and international NGO and UN agency partners for their relentless efforts to deliver life-saving assistance to the most vulnerable people.

Through its innovation, agility and quick response to prioritized needs, NHF continues to demonstrate its value.

Pressing onwards in 2022, we look to current donors, new donors and other stakeholders to support the NHF and its important contribution to the humanitarian response. We are facing a crisis that is too dangerous for inaction, and the NHF is a way to work together to get aid to those who need it most.

MATTHIAS SCHMALE
Humanitarian Coordinator for Nigeria
Through its innovation, agility and quick response to prioritized needs, the NHF continues each year to demonstrate its value.

MATTHIAS SCHMALE
HUMANITARIAN COORDINATOR FOR NIGERIA

“Through its innovation, agility and quick response to prioritized needs, the NHF continues each year to demonstrate its value.”

Mr. Matthias Schmale, Humanitarian Coordinator for Nigeria, speaks with women in Damasak, Borno State, about their efforts to care for themselves and their families while displaced from their homes.

OCHA/Christina Powell.
HUMANITARIAN CONTEXT

Humanitarian situation in 2021
The humanitarian crisis in Nigeria’s north-eastern states of Borno, Adamawa and Yobe (known as the BAY states) persisted in 2021, with no clear end in sight. Armed conflict caused a major protection crisis, including violations of human rights, killings, sexual violence, abduction, and forced displacement. In 2021, some 8.7 million women, men, girls and boys acutely needed protection and assistance. These included 2 million internally displaced people, of whom 257,000 have sought refuge in Cameroon, Chad and Niger. Some 54 per cent of the internally displaced lacked essential services and livelihoods, and about 500,000 were in areas currently inaccessible to international humanitarian organizations.

Throughout 2021 there was considerable pressure on displaced people to return to their areas of origin or move to designated areas, despite the continued fighting and insecurity and the lack of infrastructure, access to basic services, and civilian administration.

The COVID-19 pandemic continued to worsen humanitarian needs and complicate the response. The Nigerian economy suffered because of measures to curtail the spread of the virus, such as intermittent border closures and limitations on interstate travel. This was made worse by the fall in global oil prices. Livelihoods have been impaired, leading to a loss of income and purchasing power, further increasing vulnerability and food insecurity.

Protection concerns
Protection remained a serious concern in 2021, especially for girls and women living in camp settings, many of whom were at high risk of gender-based violence (GBV). Some 430,000 IDPs – more than half of IDPs living in camps – lived in overcrowded conditions, which contributed to negative coping strategies. Boys and adolescent males were at risk from forcible recruitment by armed groups; many with such groups. Explosive ordnance, including the use of explosive weapons in populated areas, have killed 755 and injured 1,321 civilians, since 2016 – an average of more than one civilian every day.

Food Insecurity
Conflicts, insecurity and explosive remnants of war have cut people off from their main means of livelihood: farming and fishing. This has caused major food insecurity in north-east Nigeria, which worsened by the negative effect of COVID-19 on incomes. Some 3.5 million people in the BAY states were food insecure at the end of 2021, with many feeling the after-effects of the economic recession in Nigeria, which significantly restricted households’ capacity to buy essential food items.

While food security improved somewhat towards the end of 2021 because of concerted efforts by humanitarian partners, the nutrition situation has deteriorated since May – in part, because of a provisional scaling back of blanket supplementary feeding programmes. Because of financial constraints, global acute malnutrition (GAM) rates in Borno increased from 10.7 per cent to 11.8 per cent and in Yobe from 13.6 to 14.1 per cent, while rates in Adamawa decreased from 7.5 to 6.1 per cent. In 12 Local Government Areas (LGAs) in Yobe and Borno, GAM rates exceeded the 15 per cent emergency threshold.

Disease outbreaks
Seasonal rains and floods further increased the vulnerability of people living in flood-prone areas, many of whom have been displaced or otherwise affected by conflict. Inadequate sanitation, congested living conditions and contaminated water sources contributed to outbreaks of waterborne diseases.
A cholera outbreak in the second half of 2021 further complicated the humanitarian response.

This outbreak had a higher case-fatality rate (3.5 per cent) than outbreaks in the previous four years – and exceeded the national average – with 93,000 suspected cases reported compared to 1,800 in 2020. The deterioration of health, and water and sanitation facilities had a major effect on the ability to contain the outbreak.

Security and access constraints
Non-state armed groups (NSAGs) continued attacks in the BAY states, including against humanitarian operations. Access is particularly difficult in Borno State, where all the major supply routes have become dangerous due to the risk of attacks by NSAGs and unexploded ordnance and improvised landmines.

This poses a risk not only to civilians but also to aid workers, and humanitarian cargo and assets. Humanitarian hubs and aid organizations’ offices were regularly attacked in 2021.

Bureaucratic impediments and restrictions also had an adverse impact on the delivery of humanitarian assistance. An estimated 1 million people were living in hard-to-reach areas, with little or no access to humanitarian assistance.

Access was further limited by the COVID-19 pandemic, which had serious implications for humanitarian workers and cargo movement. However, this improved significantly over the course of the year, allowing for better monitoring of NHF projects compared to 2020.

VISION STATEMENT

In 2022, the NHF will continue to fund life-saving activities as well as those aimed at alleviating the suffering of conflict-affected people. It will also be forward-looking, seeking new and innovative ways of providing humanitarian assistance, including promoting resilience, durable solutions and other ways of reducing the need for humanitarian assistance.

The Fund will continue to leverage and promote best practices in delivering humanitarian assistance, including through an emphasis on localization, seeking to reach the targets set out in the 2016 Grand Bargain. It will promote greater accountability to affected people, ensuring that gender is fully integrated in all aspects of programming. It will ensure that inclusivity guides all allocations and protects beneficiaries against sexual exploitation and abuse.

The Fund will consider the most effective ways of delivering aid and empowering recipients, including the use of multi-purpose cash.

Finally, the Fund will endeavor to add three additional donors to its resource base in 2022. A target of $50 million has been set for 2022 to ensure closer alignment with Grand Bargain commitments and add greater flexibility to the Nigeria humanitarian response.
2021 TIMELINE

Jan
CERF RR Cash Allocation to provide emergency cash assistance in response to food insecurity

Feb
Attacks on several Borno and Yobe LGAs commence

Mar
Famine like consumption patterns in inaccessible areas reported in Cadre Harmonisé

Apr
Damasak/Dikwa experience major NSAG attacks
First Reserve Allocation paired International and National NGOs to collaborate in nutrition, education and child protection response

May

Jun

Jul

Aug

Sep
Cholera outbreak declared in BAY states
Underfunded CERF Allocation prioritized women’s protection through support to reproductive health/GBV, food adjacent programming, and durable solutions
NHF largest-ever Standard Allocation and Durable Solutions supported underfunded sectors in the HRP
1.5M CERF Allocation for disability inclusion and 6.0M for Cholera Response released from CERF

Oct

Nov
Borno Gov deadline for camp closures, relocations and resettlement

Dec
Second Reserved Allocation matched funding through CERF, UNHCR and FCDO to pilot alternative solutions to return
Third Reserve Allocation alleviated a pipeline rupture to ensure continued assistance to SAM affected children
2021 IN NUMBERS

$30.5M CONTRIBUTIONS

- Germany: $17.1M
- Adamawa, Nigeria: $7.1M
- Borno, Nigeria: $6.3M

The Annual Report will use the number of people targeted as a proxy for the number of people reached and henceforth the term people assisted will be used. This approach allows for more timely global reporting as the final data on people reached only becomes available over a year after the allocation of CBPF funds. The reported outcomes will be available on the https://cbpf.data.unocha.org/ and the CBPFs will continuously monitor if targets are reached.

Figures for people assisted may include double counting as people often receive aid from multiple cluster/sectors. The maximum methodology was applied by the xxx Humanitarian Fund to estimate the number of people assisted in 2021. This means that for each admin level x, the cluster/sector that targeted the maximum number of people is used as the total number of people assisted.

$31.4M ALLOCATIONS

- Nutrition: $8.4M
- Protection: $7.1M
- Health: $6.3M

1.8M PEOPLE ASSISTED

- 376K Boys
- 506K Girls

41K PEOPLE ASSISTED WITH DISABILITY

- 542K Women
- 342K Men

43 PARTNERS

$8.4M National NGOs

74 PROJECTS

$9.6M International NGOs

$13.4M United Nations
Donor contributions

Donors contributed $30.5 million between January and December 2021, on top of $10.3 million carried over from 2020 and $0.4 million in refunds. This funding allowed the NHF to support humanitarian partners to implement urgent and life-saving humanitarian activities in Nigeria.

Donors’ early commitments and contributions in December 2020 and the first half of 2021 enabled the NHF to allocate resources strategically throughout the year, in alignment with the 2021 Nigeria Humanitarian Response Plan (HRP) objectives. While only 4 per cent ($1.2 million) of contributions deposited in 2021 were made available by the end of the first quarter, some 75 per cent of all deposits ($22.9 million) reached the Fund in the first half of the year. This came on top of end-of-2020 deposits, a combination of remaining 2020 contributions from some donors and early 2021 contributions from others (Germany). Early and predictable contributions are crucial as they give partners enough time to prioritize funds strategically and in complementarity with other available funding. End-of-year 2020 contributions and commitments (Norway, Qatar and Germany) were critical for the early 2021 response.

While the NHF was pivotal in addressing critical humanitarian needs in Nigeria, overall contributions to the Fund declined between 2017 and 2019—from $43.7 million in 2017 to a low of $26.6 million in 2019 before climbing to $30.5 million in 2021. By the end of 2021, the NHF accounted for approximately 4.4 per cent of the total Nigeria HRP funding, compared with 6 per cent in 2020—well short of the Grand Bargain target of 15 per cent.

Donor funding to the NHF in 2021 complemented other sources of funding, including $33.5 million of complementary funding from the Central Emergency Response Fund (CERF), $1.4 million from the Commonwealth and Development Office (FCDO) and $0.4 million from UNHCR for durable solutions. These jointly supported the scale-up of underfunded aspects of humanitarian response, including support for cholera prevention, protection of women, and food security.
Donor trends

The NHF donor base shrank from 15 to 9 country donors between 2017 and 2021. Donor contributions to the NHF were at their peak at the Fund’s inception in 2017 ($43.7 million) and dipped to $26.2 million between 2018 and 2019. From 2020 to 2021, contributions increased and stabilized at about $30 million. Azerbaijan contributed to the Fund for the first time since 2017, while four donors who contributed in 2020 did not do so in 2021.

Between 2017 and 2021, the Fund received $161.8 million in contributions. About 80 per cent ($130 million) was provided by the top five donors, namely Germany, the Netherlands, Sweden, Belgium and Norway. In 2021, the two top donors, Germany and Belgium, provided 66 per cent ($20 million) of the Fund.

Towards the end of 2021, the NHF proposed a 2022 target of $50 million in donor contributions with the aim of reaching half of the 15 per cent Grand Bargain target for the proportion of HRP allocations channelled through Country Based Pooled Funds. This target reflects the need to maintain flexibility and timely response in a challenging operating environment and a rapidly evolving humanitarian context.
Allocations overview

STRATEGIC STATEMENTS

First Reserve Allocation: Promoting an integrated approach to service delivery
To promote broader localization efforts, the NHF launched a pilot NGO allocation in April 2021, designed to foster strategic partnerships between Nigerian and international organizations. The Fund released $3.3 million to deliver integrated education, nutrition and protection services to vulnerable and crisis-affected children and adolescents in Borno, Adamawa and Yobe through a consortium approach. The allocation strengthened partnerships and used the mentoring and capacity development component offered to national partners. The allocation showed that funding could be used to encourage partnerships.

First Standard Allocation: Addressing non-food needs linked to food insecurity
In October 2021, food security significantly worsened due to the rainy season and cholera outbreaks. This $22.8 million allocation, the largest in the history of the NHF, provided dignified living conditions for the most vulnerable crisis-affected people. It addressed non-food needs linked to food insecurity and supported procurement of emergency supplies for front-line activities. The impact of the allocation was further strengthened by a CERF Underfunded Emergency allocation of $12.5 million, which focused on the protection environment.

Second Reserve Allocation: Longer-term durable solutions pilot
In December 2021, the Fund launched an allocation of $1.5 million to support durable solutions for displaced people (as expressed in the Grand Bargain agreement). This pilot initiative deployed an iterative approach driven by the aspirations of conflict-affected people. Their views and aspirations were captured through interviews and focus-group-discussions during the discovery phase. The first phase aims to integrate a urban IDPs into a suitable area of urban or peri-urban land with extendable utilities nearby; ensuring that the state and/or municipal government is ready to support infrastructure construction, service provision and property rights. The pilot is an opportunity to develop a working model with government and development partners, aimed at durable solutions for IDPs and greater self-reliance through access to basic services, livelihoods and shelter, accompanied by predictable property rights. The allocation was reinforced with other funding of $3.5 million mobilized from FCDO, UNHCR and CERF.

Third Reserve Allocation: Anticipatory action to avert severe acute malnutrition
In December 2021, when global supply chains were suffering from COVID-19 induced disruptions, the NHF released $3.5 million to UNICEF to secure the supply of ‘Ready-to-eat Therapeutic Food’ (RUTF) used to treat severe and acute malnutrition in children. This became imperative when the Cadre Harmonisé (CH) Analysis projected that the number of children affected by malnutrition in the BAY states was expected to double to 300,000 in 2022. The RUTF will address the priority humanitarian needs of up to 42,270 severely malnourished children.

2021 ALLOCATIONS

<table>
<thead>
<tr>
<th>Amount</th>
<th>Category</th>
<th>Launch month</th>
</tr>
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<tbody>
<tr>
<td>$3.3M</td>
<td>First Reserve Allocation</td>
<td>April 2021</td>
</tr>
<tr>
<td>$23.1M</td>
<td>First Standard Allocation</td>
<td>October 2021</td>
</tr>
<tr>
<td>$1.5M</td>
<td>Second Reserve Allocation</td>
<td>December 2021</td>
</tr>
<tr>
<td>$3.5M</td>
<td>Third Reserve Allocation</td>
<td>December 2021</td>
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**Allocation by Type**  
$31.4M total allocations
- 23.1M standard allocations
- 8.3M reserve allocations

**PEOPLE ASSISTED BY TYPE**
- Internally Displaced People: 1,121,920
- Host Communities: 448,643
- Returnees: 178,128
- Refugees: 885k
- Others: 4500

**Allocation by Strategic Focus**  
- $20.0M for SO1
- $7.1M for SO2
- $4.3M for SO3

**People Assisted by Cluster**
- WASH: 85k
- Protection: 51k
- Health: 50k
- Nutrition: 10k
- CCCM/Shelter/NFIs: 6k
- Food Security: 2k
- Education: 2k
- Early Recovery: 2k
- Coordination and support services: 1k

**Allocation Flow by Partner Type**  
- $31.4M total allocations
- $13.4M to UN Agency
- $9.6M to International NGO
- $8.4M to National NGO
- $23.4M to direct implementations
- $4.0M to others/Government
- $2.9M to National NGO
- $0.7M to International NGO
- $0.4M to private contractor
HIGHLIGHTED ACHIEVEMENTS

PROMOTING LOCALIZATION

The NHF made significant efforts to advance localization in 2021. These included a dedicated allocation to strengthen the performance of local organizations and their capacity to provide services. The allocation gave rise to four consortiums consisting of four INGOs and nine NNGOs working together to deliver services to affected people. These strategic partnerships were also used to enhance the capacity of national partners. Many of the national partners received training, mentoring and on-the-ground support for governance, financial management, human resources, audit management, fraud management and mitigation, and budget development. Regular steering committee meetings for the consortiums helped to enhance the flow of information and knowledge-sharing.

The NHF conducted seven training sessions covering programmatic, financial and monitoring themes. These aimed to enhance the capacities of newly eligible and existing partners. A major success credited to the training sessions was the approval of 12 projects for seven newly eligible national partners totaling $2.8M—equivalent to 8.8 per cent of total allocations and 33 per cent of funding to national partners during the Standard Allocation. These new partners became eligible for funding between 2020 and 2021, having completed due diligence and capacity assessments.

The NHF ensured national partners were represented on the Advisory Board as well as in allocation review committees. Overall, the number of national partners increased from 30 in 2020 to 40 in 2021.

EFFECTIVE PROGRAMMING

KEY PRINCIPLES FOR INCLUSIVE PROGRAMMING

Strengthening Accountability to Affected People (AAP)
The NHF continued to enhance the quality of response by integrating cross-cutting priorities: the centrality of protection, including persons with disabilities, community engagement/AAP and cash-based programming.

Using sex-, age- and gender-disaggregated data to better understand vulnerabilities and tailor programming to address specific needs.

Project proposals integrated AAP mechanisms, which formed part of the metrics scored for proposals. AAP was a major component of all monitoring activities conducted in 2021. Activities included one-on-one interviews and group consultations with assisted people. Several projects set up complaint and feedback mechanisms to incorporate community feedback. These mechanisms allowed implementing partners to take corrective actions during implementation, as verified during NHF field monitoring visits.

Promoting the Centrality of Protection
The NHF partner eligibility process continued to ensure that potential partners meet the minimum re-
requirements under the NHF Accountability Framework and Risk Management Framework. All implementing partners have an operationalized Sexual Exploitation and Abuse (SEA) policy. The NHF contributed to the Centrality of Protection in 2021 through programmatic funding as well.

Addressing gender equality and responding to gender-based violence (GBV)

In 2021, $29.3 million was allocated to 70 projects “likely to contribute to gender equality.” In total, 94 per cent of NHF funding supported projects that provided safety nets and livelihood opportunities, GBV case management, psychosocial and mental health services, and prevention assistance to the most vulnerable women and girls in IDP camps in the BAY states. Programmes continued to prioritize the menstrual hygiene needs of women and girls of reproductive age, as well as strengthen response mechanisms for GBV survivors and people returning from captivity or formerly associated with armed groups/forces.

CONTEXTUAL PROGRAMMING

Advancing cash and voucher assistance (CVA)

The NHF allocated $38,808 to CVA (representing less than 1 per cent of total allocations). Nearly all (more than 99 per cent) CVA programming was implemented through national partner projects. These cash transfers were largely restricted to cash vouchers and cash-for-work activities (99.6 per cent).

Cash programming is not a preferred option for humanitarian interventions in north-east Nigeria because of weak financial markets in areas affected by insecurity, the risks associated with carrying/using cash and the effects of the COVID-19 pandemic. The NHF will liaise with the Cash Working Group (CWG) and the Inter Sector Working Group (ISWG) to explore options for maximizing the efficacy of cash transfer programming in the north-east.

Improving humanitarian access

Humanitarian access and security remained a significant challenge for humanitarian partners, with significant implications for relief operations in 2021. The north-east of Nigeria, especially Borno State, experienced a significant increase in direct civilian attacks by NSAGs, which resulted in major civilian displacement, access restrictions along main routes and security incidents in previously secure areas.

Despite these challenges, the NHF continued to support access through direct funding to national and international partners best placed to respond in these areas.

Enhancing complementarity with CERF and other funding streams

To strengthen the humanitarian, development and peacebuilding nexus, the NHF launched a durable solutions allocation of $1.5 million. This special allocation occurred in parallel with external funding ($3.5 million) from the FCDO and UNHCR—the first time in the Fund’s history that external donors were leveraged. The pilot initiative deployed an iterative approach driven by the aspirations of conflict-affected people. Ten thousand people in pockets of stability are expected to benefit from this initiative.

The NHF first Standard Allocation of $22.8 million complemented the $11 million CERF Underfunded Emergency allocation’s strategy of significantly improving the protection environment in the BAY states of north-east Nigeria, focusing on the specific challenges of women and children linked to food insecurity. The allocation funded remedial actions to restore normality and support people at risk of catastrophic food insecurity by providing interventions in nutrition, WASH, health, and protection.
SECTOR/CLUSTER ACHIEVEMENTS

19,150 conflict-affected boys and girls benefited from learning supplies through Education Sector

43,200 people sensitized on reproductive health

163,000 persons with disabilities assisted in multiple sectors

10,000 latrines desludged by the CCCM Sector, improving people’s access to basic sanitation

$1.5M Early Recovery allocation catalysed an additional $3.5M for a Durable Solutions Pilot

10,100 people reached through cholera awareness campaigns through the Health Sector

70,000 civil status documents provided (Indigene/Birth certificates) through Protection Sector

NHF contributed 26.7% of total funding to nutrition sector, benefiting 230,000 people

$5.1M was allocated to support 9 projects in Shelter sector

1.2 million people were supported with WASH services with $5M from NHF grants

5,100 people affected by GBV provided with psychosocial support

60,200 new SAM cases admitted for treatment

10,100 people reached through cholera awareness campaigns through the Health Sector
ENSURING CONTINUED SUPPORT FOR PEOPLE AFFECTED BY GBV

The COVID-19 pandemic in 2020 exacerbated gender inequalities across the globe, putting women and girls at higher risk of GBV. Preventative measures like travel restriction and lockdowns limited the provision of protection services, including in-person life-saving GBV case management in deep field locations across north-east Nigeria.

To ensure continuity of services through to 2021, Norwegian Church Aid (NCA) launched a pilot project to provide remote GBV case management through a toll-free telephone line in Maiduguri in the Umaru Shehu Hospital. In Pulka, it set phone booths up in Camp A and Transit Centre so that survivors could easily connect to GBV case managers for psychosocial support and referrals. After the successful pilot, and with funding from NHF, NCA partnered with eHealth Africa (eHA) to expand these local services into a state-level call centre, open 24 hours a day, seven days a week from October 2020. The call centre has provided critical GBV response services to survivors and others in need across the state.

The Borno State Ministry of Women Affairs (MOWA) is the government agency responsible for the overall coordination of case management, in partnership with humanitarian and development partners. Hajiya Falmata Hamza Gambo, Director of MOWA in Borno State, said, “The establishment of the GBV call centre was a huge achievement for Borno State. The centre has increased accessibility to case management for survivors across the state and provides the guarantee of confidentiality, as survivors can easily access the services of the centre without being present in person.”

The new state-level call centre replaced services that were no longer available due to COVID-19 restrictions and expanded coverage, as the toll-free line was accessible to communities where previously no GBV case management services were available. The lack of a physical interface encouraged more people to use the services as the phone conversations provided a sense of confidentiality and, if desired, anonymity. Since its establishment, the GBV call centre has received 1,541 cases. It supported training for 15 GBV call centre volunteers to use digital systems to effectively provide life-saving services.
Lessons learned and best practices

Based on feedback and interactions with implementing partners, the NHF learned lessons and adopted practices to enhance the Fund’s efficiency and achievements. Highlights included:

Minimize financial risk
After identifying issues in audits and spot checks, the NHF ensures auditors follow-up with partners on high-risk findings to determine if recommendations are addressed. The NHF reinforces this during financial spot checks to mitigate financial risks to the Fund.

The Fund implemented an awareness-raising programme for NGOs on fraud risk management. The Fund deployed a twofold approach: first, the Fund trained NGO leadership on mitigating financial fraud and ensuring that the required policies and procedures for fraud risk management are in place; second, the NHF administered a fraud assessment survey among NGO staff. Feedback from the survey has improved understanding and informed how the NHF engages.

In addition, the NHF, in partnership with external auditors, has introduced a section in audit reports that allows implementing partners to sign an acknowledgment that the report is final and that there are no pending discussions between partners and auditors regarding recommendations in the report.

Address PSEA risk
The Fund introduced training on gender mainstreaming, including a section on PSEA to help NHF partners understand the role that gender plays in the effective delivery of aid, as well as how to ensure that partners consider gender in their programming. The training addressed sexual exploitation and abuse and the role of humanitarians in mitigating and reporting incidents in the field.

Improve project monitoring
Field monitoring resumed after a pause in 2020 because of COVID-19 travel restrictions. Despite access challenges, the monitoring team could assess 60 of 61 projects (98 per cent). The Fund deployed a remote monitoring method in which telephone interviews with staff of the partners and key informants complemented a desk-review using structured multiple-choice questionnaires. All project documents such as beneficiary registers, project site images and coordinates, completion reports, delivery notes and community meeting reports were sent to the NHF. Sector leads conducted further monitoring and follow-up where the Fund discovered high-risk findings.

The NHF partners have trained all partners to develop and implement monitoring plans for NHF-funded projects. Capacity assessments of national partners with active projects are now being conducted and will be rolled out in 2022. The assessments evaluate core components of the existing system, gauging its effectiveness in tracking and verifying implementation, and make recommendations on how the system can improve.
Advancing the localization agenda with INGO-NNGO collaboration

To promote cooperation between INGOs and NNGOs and enhance localization in north-east Nigeria, the NHF supports and funds a consortium approach. A successful example is the consortium among Christian Aid, an INGO, and two local organizations, the Salient Humanitarian Organization (SHO) and the Rehabilitation Empowerment and Better Health Initiative (REBHI). Together, they implemented a multisector project to address nutrition, education and protection issues among displaced people in Adamawa and Borno.

All three partners led a core component of the multisector project. The Fund leveraged the local knowledge and expertise of the NGOs to deliver effective, appropriate programming in local contexts and Christian Aid supported the two NNGOs to strengthen their institutional capacity. Lawan Balami, Programme Manager for REBHI, explains that “Through the consortium, REBHI’s capacity has been built in financial management, project management and human resources, among others.”

The regular communication among the consortium partners and their willingness to learn from each other significantly improved project implementation. Monthly report review meetings, team working groups, peer learning opportunities, and time spent working in the offices of the other partners helped to strengthen information sharing.

One of the project’s major challenges was the integration of the various sectoral components, as the partners work in different geographical locations. However, the partners apply their expertise in their respective sectors to support each other when needed. When a sector-specific need arises in a location where the implementing partner does not have the expertise, that partner works with one of the consortium members (even if not present at the location) to follow-up and provide support.

Abubakar Lawan, the Consortium Manager and Senior Programme Coordinator for Christian Aid, cites an example of this collaboration. “Christian Aid is training school teachers on nutrition, with the expectation of transferring the knowledge to school children within the communities. The team contacted SHO for advice on the standard learning kits that can be given to schoolteachers.”

By utilizing each other’s contacts, expertise and reach, and benefiting from the communication and coordination among themselves, the consortium partners have expanded the effectiveness of their projects and enhanced their programming. Lawan Balami added, “The consortium has strengthened REBHI’s ability to deliver on its target through the support of Christian Aid and SHO. We have been able to leverage our consortium partners’ expertise and resources to meet the needs of vulnerable populations. Additionally, through knowledge-sharing, the consortium has helped us learn from each other’s experiences and hence incorporate lessons learned to improve our programming.”
**Fund performance**

The NHF measures its performance against a set of indicators that assess how well a Fund performs in relation to the policy objectives and operational standards set out in the CBPF Global Guidelines. This common methodology enables management and stakeholders involved in the governance of the Funds to identify, analyse and address challenges in developing and maintaining a well-performing CBPF.

**Principle 1**

**INCLUSIVENESS**

A broad range of humanitarian partner organizations (UN agencies and NGOs) participates in CBPF processes and receive funding to implement projects addressing identified priority needs.

**Principle 2**

**FLEXIBILITY**

The programmatic focus and funding priorities of CBPFs are set at the country level and may shift rapidly, especially in volatile humanitarian contexts. CBPFs are able to adapt rapidly to changing priorities and allow humanitarian partners to identify appropriate solutions to address humanitarian needs in the most effective way.

**Principle 3**

**TIMELINESS**

CBPFs allocate funds and save lives as humanitarian needs emerge or escalate.

**Principle 4**

**EFFICIENCY**

Management of all processes related to CBPFs enables timely and strategic responses to identified humanitarian needs. CBPFs seek to employ effective disbursement mechanisms, minimizing transaction costs while operating in a transparent and accountable manner.

**Principle 5**

**RISK MANAGEMENT**

CBPFs manage risk and effectively monitor partner capacity and performance. CBPFs use a full range of accountability tools and measures.

CBPFs embody the fundamental humanitarian principles of humanity, impartiality, neutrality and independence, and function according to a set of specific principles: inclusiveness, flexibility, timeliness, efficiency, and accountability and risk management.
PRINCIPLE 1

INCLUSIVENESS

A broad range of humanitarian partner organizations (UN agencies and NGOs) participate in CBPF processes and receive funding to implement projects addressing identified priority needs.

INCLUSIVE GOVERNANCE

The Advisory Board is a manageable size and has a balanced representation of CBPF stakeholders.

Target

Nine members excluding the HC (Chair) and OCHA, with equal representation among UN, NGO (including INGOs and NNGOs) and donor constituencies. The Advisory Board also includes two women led organization representatives.

Results

High Score: The Advisory Board had equal representation for each stakeholder type.

<table>
<thead>
<tr>
<th>Stakeholder Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN representatives</td>
<td>3</td>
</tr>
<tr>
<td>Donor representatives</td>
<td>3</td>
</tr>
<tr>
<td>INGOs representatives</td>
<td>2</td>
</tr>
<tr>
<td>NNGOs representatives</td>
<td>1</td>
</tr>
</tbody>
</table>

Analysis and follow-up

In 2021, the Advisory Board witnessed changes in all three categories of stakeholders. There was one rotation each in the UN and donor category and two in the NGO category. Christian Aid, Intersos and GreenCode represented NGOs; UNICEF, UNHCR and UNFPA represented UN agencies; while Germany, Norway and Belgium represented donors.

The Advisory Board (AB) met twice in 2021. All members engaged in the Advisory Board through remote meetings and bilateral communications throughout the year to direct the strategic use of the Fund. The NHF will ensure the rotation of Advisory Board members when due in all stakeholder categories. The NHF will maintain an appropriate gender balance.

INCLUSIVE PROGRAMMING

The review committees of the Fund are an appropriate size and have a balanced representation of different partner constituencies and cluster representatives.

Target

A diverse and balanced representation of UN agencies, INGOs and NNGOs, and OCHA’s Humanitarian Financing Unit (HFU) is maintained in the review of project proposals.

Results

High Score: The review committees had equitable representation. Each review committee included a minimum of five members made up of at least one NNGO, INGO, UN agency, sector coordinator and the OCHA-HFU. In consultation with their sector partners, the sector coordinators selected NNGOs, INGOs and UN representatives for the reviews.

<table>
<thead>
<tr>
<th>Representative</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN Agencies</td>
<td>1</td>
</tr>
<tr>
<td>INGOs</td>
<td>1</td>
</tr>
<tr>
<td>NNGOs</td>
<td>1</td>
</tr>
<tr>
<td>OCHA</td>
<td>1</td>
</tr>
<tr>
<td>Sector Coordinator</td>
<td>1</td>
</tr>
</tbody>
</table>

Analysis and follow-up

SRCs were composed of active members of the respective sectors, with equal representation of INGOs, NNGOs, UN agencies and sector coordinators. OCHA-HFU was present in each review committee. Scores were submitted to OCHA-HFU for consolidation in advance of SRC meetings to ensure that all SRC members had an opportunity to review the proposals. In some SRCs, OCHA-HFU was required to redirect the committee from the current sector priorities and preferences to the priorities endorsed by the Advisory Board in the Allocation Strategy Paper. The NHF will continue to ensure a balanced representation of organization types in review committees.
To meet the target of allocating 70 per cent of funding to NGOs, as agreed by the Advisory Board in 2018, the NHF made considerable efforts to choose best-placed organizations based on the criteria of access, operational/institutional capacity and alignment with country coordination structures. The NHF will continue to expand its base of best-placed organizations in collaboration with the Inter Sector Coordination Group (ISCG).

**Analysis and follow-up**

Target
Leverage the comparative advantage of the best-placed actors by diversifying allocations when possible and ensuring that clusters vet project proposals.

Results
High Score: 27 per cent (up from 19 per cent in 2020) of funding was directly allocated to NGOs, which are best-positioned to deliver a front-line response in north-east Nigeria. An additional 9 per cent was allocated indirectly to NGOs, bringing the total funding to 36 per cent. Total funding to non-UN partners (NGOs) and subgrantees represented 70 per cent of allocations in 2021.

**INCLUSIVE IMPLEMENTATION**

CBPF funding is allocated to the best-positioned actors, leveraging the diversity and comparative advantage of eligible organizations.

**ANNUAL REPORT**

**NHF 2021**

**INCLUSIVE ENGAGEMENT**

Resources are invested by OCHA’s HFU in supporting the capacity of local and national NGO partners within the scope of CBPF strategic objectives.

**Analysis and follow-up**

To meet the target of allocating 70 per cent of funding to NGOs, as agreed by the Advisory Board in 2018, the NHF made considerable efforts to choose best-placed organizations based on the criteria of access, operational/institutional capacity and alignment with country coordination structures. The NHF will continue to expand its base of best-placed organizations in collaboration with the Inter Sector Coordination Group (ISCG).

**Target**
Deliver seven training rounds and briefings (with multiple sessions and locations) for partners to ensure understanding of CBPF process and procedures and improve the management and implementation of NHF projects. Train over 50 partner staff.

**Results**
In 2021, the NHF conducted nine training sessions. Two were allocation orientation workshops to facilitate partner understanding of the strategy and requirements for the allocations undertaken during the year. Additionally, six training sessions were provided covering finance, programming and monitoring to enhance implementing partner capacities. One training was dedicated to gender mainstreaming. Bilateral support sessions were provided for partners experiencing challenges with financial reporting and effective project monitoring.

**INCLUSIVENESS**
Target
All NHF-funded projects ensure accountability to affected people (AAP) as part of their implementation. All monitoring includes consultations with people in need to assess community engagement in project implementation.

Results
All NHF-funded projects were required to include a plan to ensure AAP as a project component and report against it. Of the 74 projects for which new grants were signed through 2021 allocations, 63 projects - accounting for 92.5 per cent of the total $31.4 million disbursed, included the provision of accessible and functional feedback and/or complaint mechanisms for beneficiaries. All field monitoring visits included consultations to assess community engagement in project implementation.

Analysis and follow-up
As part of the Fund’s strategic objectives in 2021, the NHF promoted AAP throughout the partner project cycle. In addition, the Strategic Review scorecards for all allocations launched in 2021 included a specific question about the provision of accountability mechanisms. This ensured that projects with accessible and functioning feedback/complaint mechanisms received higher scores, helping them to qualify for funding.

The HFU and sectors will work to ensure that all NHF-funded projects incorporate and implement a plan to ensure AAP through project reviews, monitoring and report reviews. The NHF will continuously explore partner outreach opportunities to mainstream and enhance AAP in all NHF-funded projects.
**PRINCIPLE 2**

**FLEXIBILITY**

The programmatic focus and funding priorities of CBPFs are set at the country level and may shift rapidly, especially in volatile humanitarian contexts. CBPFs are able to adapt rapidly to changing priorities and allow humanitarian partners to identify appropriate solutions to address humanitarian needs in the most effective way.

---

### Target

Cash as a response modality is operationally considered and strategically prioritized by clusters and partners, where appropriate.

### Results

Low Score: In 2021, the NHF allocated $39,000 to cash programming – 0.15 per cent of total funding. The nutrition sector and durable solutions provided support to people in need through cash-based transfers, allowing greater flexibility to prioritize specific needs. In addition, partners provided multi-purpose cash provisions were made available.

### Analysis and follow-up

Cash programming remains a less preferred option for humanitarian interventions in north-east Nigeria because of weak financial markets in areas affected by insecurity, the risks associated with carrying/use of cash and the COVID-19 pandemic. The NHF will liaise with the technical CWG and the ISWG to explore options for cash transfer programming while maximizing the positive effects of CVA for affected people in the north-east.

---

**CASH TRANSFER PROGRAMMING**

- **$31.4M** total allocations
- **39K** non-cash programming (0.1%)
- **31.36M** non-cash programming (99.9%)

### BY ORGANIZATION TYPE

- **0.3K** INGOs (0.7%)
- **38.7K** NGOs (99.3%)
- **0.1K** unrestricted (0.4%)

### BY RESTRICTIONS

- **38.8K** restricted (99.6%)

---

### Target

CBPF funding supports an enabling operational environment through funding allocated to common services.

### Results

High Score: In 2021, funding to Coordination and Support Services increased from 3.5 per cent in 2020 to 4.5 per cent in 2021. The funding supported the strengthening of humanitarian hubs as well as displacement/mobility tracking in north-east Nigeria, allowing better access to and information on people in need.

### Analysis and follow-up

Humanitarian hubs link hard-to-reach areas with access to humanitarian services. Funding under 2021 allocations helped to bridge the funding gaps required to reinforce some of the hubs and establish a presence in areas where people are most vulnerable, underserved and severely affected by conflict. The NHF funded the displacement and mobility tracker managed by IOM, allowing humanitarian partners to monitor and assess the needs of displaced people that require attention.

The NHF will continue funding common services that support UN and NGO programmes and pipelines.
**PRINCIPLE 2**

**FLEXIBILITY**

**8 FLEXIBLE ALLOCATION PROCESS**

CBPF funding supports strategic planning and response to needs identified in the HRPs and sudden onset emergencies through the most appropriate modalities.

**Target**

The Fund retains the flexibility to use the most appropriate allocation modality to address identified priorities, critical needs and gaps.

**Results**

27 per cent of NHF funding was provided through three Reserve Allocations, while 73 per cent was through one Standard Allocation in response to HRP strategic documents and to address sudden emergencies.

**ALLOCATION BY MODALITY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standard allocations</strong></td>
<td>$23.1M (74%)</td>
</tr>
<tr>
<td><strong>Reserve allocations</strong></td>
<td>$8.3M  (26%)</td>
</tr>
</tbody>
</table>

**Analysis and follow-up**

In 2021, the NHF launched one Standard Allocation and three Reserve allocations. NHF allocated most of the funding in the second half of 2021 to address vulnerabilities occasioned by food insecurity, flooding and a cholera outbreak in north-east Nigeria. The Standard Allocation of $22.8 million is the largest ever in the history of the NHF. The Fund continues to keep a minimum of 10 per cent of contributions in reserve to respond to any unforeseen or sudden disasters. The Fund will continue working flexibly with these two modalities as required by the context.

**9 FLEXIBLE IMPLEMENTATION**

CBPF funding is successfully reprogrammed at the right time to address operational and contextual changes.

**Target**

Project revision requests are processed to respond to shifting/emerging operational needs.

**Results**

In 2021, thirty revision requests with 64 revision instances were submitted. Partners requested changes for a variety of reasons: change in project duration (41 per cent), change in the budget (19 per cent), change in location (11 per cent), change in outputs (11 per cent), change in beneficiaries (9 per cent), change in activities (8 per cent) and others (2 per cent).

**NUMBER OF REVISIONS IN 2021**

- 12 Change in Budget
- 7 Change in Output
- 7 Change in Location
- 6 Change in Beneficiaries
- 26 No Cost Extension

**Reasons for No Cost Extension/NCE**

- Programmatic Delays: 14
- Procurement Delays: 9
- Insecurity: 9
- Inaccessibility: 7
- Delays in Disbursement of Funds: 5

Revisions in 2021 were mainly from previous grants. The revisions ensured that partners were given enough time to complete project activities and re-channel funds as operational exigencies required for the benefit of affected people (some were related to spillovers from COVID-19 impact and, in some cases, due to insecurity/inaccessibility). The NHF was responsive and supportive of partner requests, and partner capacities were built.
FunD PERFORMANCE

The processing time improved significantly for the Standard Allocation in 2021, though it still missed the 30-day target by a significant margin due to a delayed launch and limited staffing. Similarly, the Reserve Allocation figures were significantly affected due to a tripling of time for the Reserve Consortium Allocation, caused by a change in partnership modality in the middle of the allocation.

The NHF plans to improve these figures in 2022 by ensuring all resources are allocated by the beginning of the fourth quarter, and ensuring staff turnover is resolved more efficiently.

Analysis and follow-up

The processing time improved significantly for the Standard Allocation in 2021, though it still missed the 30-day target by a significant margin due to a delayed launch and limited staffing. Similarly, the Reserve Allocation figures were significantly affected due to a tripling of time for the Reserve Consortium Allocation, caused by a change in partnership modality in the middle of the allocation.

The NHF plans to improve these figures in 2022 by ensuring all resources are allocated by the beginning of the fourth quarter, and ensuring staff turnover is resolved more efficiently.

**Target**

Standard Allocation projects are processed (from the submission deadline to the HC signature) within 30 days, on average. Reserve Allocation projects are processed (from the submission deadline to the HC signature) within 20 days, on average.

**Results**

The October launch of the Standard Allocation, the Christmas holiday period, and the arrival of a new Humanitarian Coordinator caused significant delays. Two Reserve Allocations over the same time period were adversely affected. Delays in project modalities for the Reserve Consortium Allocation tripled the time to HC signature.

**Analysis and follow-up**

The NHF plans to improve these figures in 2022 by ensuring all resources are allocated by the beginning of the fourth quarter, and ensuring staff turnover is resolved more efficiently.

**Milestones**

<table>
<thead>
<tr>
<th>Category</th>
<th>Standard Allocations</th>
<th>Reserve Allocations</th>
</tr>
</thead>
<tbody>
<tr>
<td>From allocation closing date to HC signature of the grant agreement</td>
<td>N/A</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>39</td>
<td>25</td>
</tr>
</tbody>
</table>

**Target**

10 days from Executive Officer signature of a proposal to first payment.

**Results**

The average number of days for allocations: 7 days

**Analysis and follow-up**

in the Fund met the target of 10 days, with a slight increase in the duration of processing payments from the previous year. The main reason was the timing of the Standard Allocation, which coincided with the Christmas break period and the arrival of the new Humanitarian Coordinator. To strengthen the financial management of the NHF, all allocations in 2022 will be planned for completion by November unless a specific contextual emergency arises.
There were significant improvements in the timeliness and predictability of funding in 2021, with three quarters of the total contributions paid by June. Following the launch of the consortium Reserve Allocation, the NHF launched its largest-ever Standard Allocation of $23.8 million in October to support under-funded needs and cholera response. This continues a significantly improved trend from 2020, with 75 per cent of funds released by June compared to the 2019 rate of only 57 per cent. However, only 4 per cent of resources were received before April, making it more challenging for first quarter allocations.

**PRINCIPLE 3**

**TIMELINESS**

**Target**
Two thirds of annual contributions committed and paid before the end of the first half of the year.

**Results**
In 2021, 74 per cent of the funding was received between January and June 2021.

**Analysis and follow-up**
There were significant improvements in the timeliness and predictability of funding in 2021, with three quarters of the total contributions paid by June. Following the launch of the consortium Reserve Allocation, the NHF launched its largest-ever Standard Allocation of $23.8 million in October to support under-funded needs and cholera response. This continues a significantly improved trend from 2020, with 75 per cent of funds released by June compared to the 2019 rate of only 57 per cent. However, only 4 per cent of resources were received before April, making it more challenging for first quarter allocations.
PRINCIPLE 4
EFFICIENCY

Management of all processes related to CBPFs enables timely and strategic responses to identified humanitarian needs. CBPFs seek to employ effective disbursement mechanisms, minimizing transaction costs while operating in a transparent and accountable manner.

13
EFFICIENT SCALE
CBPFs have a significant funding level to support the delivery of the HRPs.

Target
15 per cent of HRP funding received.

Results
The NHF reached one-third of the global target, with a 4.9 per cent contribution to the Nigeria HRP.

Analysis and follow-up
In 2021, the NHF hoped to reach half of the global 15 per cent target and will continue to advocate for a similar amount in 2022. The NHF aims to reach the global 15 per cent target by 2023.

14
EFFICIENT PRIORITIZATION
CBPF funding is prioritized in alignment with the HRP.

Target
All funded projects address HRP strategic priorities.

Results
All projects contributed to the HRP objectives.

Analysis and follow-up
All projects were aligned with specific objectives of the Nigeria HRP, with some two thirds of resources going towards Strategic Objective 1.

ALLOCATION BY HRP STRATEGIC OBJECTIVES

S01
Save lives by providing timely and integrated multi-sector assistance and protection interventions to the most vulnerable.

S02
Enhance timely, unhindered and equitable access to multisector assistance and protection interventions through principled humanitarian action.

S03
Strengthen the resilience of affected populations, promote early recovery and voluntary and safe durable solutions to displacement, and support social cohesion.

15
EFFICIENT COVERAGE
CBPF funding effectively assisted people in need.

Target
NHF collectively prioritized life-saving humanitarian needs and assisted those identified as most vulnerable and at risk.

Results
NHF assisted 1.8 million people in need in 2021.

Analysis and follow-up
The NHF assisted people under both allocation modalities. The report results reflect the maximum number of people assisted per community in efforts to avoid double-counting of beneficiaries to the extent possible.
Target
The HFU’s operational costs account for less than 5 per cent of the overall utilization of funds (allocations + operational costs).

Analysis and follow-up
This equals the result reported in 2021 and testifies to the cost-efficient management of NHF resources. With record levels of contributions and funding allocated in 2021, the NHF managed to remain on track at 4.8 per cent expenditure against total utilization of funds.

HFU EXPENDITURE AGAINST TOTAL ALLOCATIONS

<table>
<thead>
<tr>
<th>HFU direct costs</th>
<th>$31.4M TOTAL ALLOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5M</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

Target
The operational manual is updated based on the latest version of Global CBPF Guidelines by the end of Q1. Annual report and allocation papers are fully compliant with global guidance documents.

Analysis and follow-up
The NHF Operational Manual was not updated in 2021, awaiting the release of the new Global Operational manual to avoid duplications and in order to carry out a full comprehensive review by Q2 of 2022. The risk management framework was updated in Q1 of 2021, and the annual report and allocations papers were fully compliant with the Global Guidelines.
**PRINCIPLE 5**

**RISK MANAGEMENT**
CBPFs manage risk and effectively monitor partner capacity and performance. CBPFs utilize a full range of accountability tools and measures.

**18 RISK MANAGEMENT OF PROJECTS**
CBPF funding is appropriately monitored, reported and audited.

**Target**
100 per cent compliance with operational modalities for the five categories of risk management.

**Results**
Compliance ranged from 100 per cent for financial spot checks to 96 per cent for filed narrative reports. The average compliance rate was 98 per cent.

**Analysis and follow-up**
In 2021, the NHF saw a significant increase in the monitoring, reporting and audit caseload compared to 2020. Despite this, the NHF reports results in the ninetieth percentile across all assurance categories. While there was improvement in terms of monitoring and financial spot checks, compliance in relation to reporting and audits saw a slight decline compared to 2020.

**19 RISK MANAGEMENT OF FUNDING**
Appropriate oversight and assurances of funding is administered through CBPFs.

**Target**
Full compliance with global CBPFs and NHF standard operating procedure (SoP) on fraud management.

**Results**
All potential aid diversions or fraud cases were addressed according to CBPF SoPs on fraud management.

**Analysis and follow-up**
NHF continued to ensure appropriate oversight of and assurance measures for the Fund in 2021. One incident was reported in 2021. While the incident did not have any impact on the Fund, it demonstrated the effective measures in place to report and analyze incidents that arise. One case remains ongoing and the NHF is working to bring the case to closure. The NHF will continue to improve the effectiveness of preventing and detecting misconduct through training partners on the prevention of financial and sexual misconduct.
Target
Maintaining the same number of eligible partners – 66 – as the previous year.

Results
The number of eligible partners increased compared to the previous year. During the reporting period, 12 partners went through and passed a due diligence and capacity assessment, bringing the total number of non-UN eligible partners to 75.

Analysis and follow-up
The NHF prioritized funding to the best-positioned partners in 2021, while considering the risks associated with the selected modalities and the targeted locations. The Fund strengthened its Partners Performance Index (PPI) system to update partners’ risk levels on a real-time basis. The risk level for partners performing well was upgraded. In 2021, the Fund channelled two thirds of the funding through medium-risk partners, which constitute 61 per cent of the 74 partners funded. The Fund will update partners’ performance index more frequently, to ensure that their risk levels match the realities on the ground and the quality of delivery.
DELIVERING LIFE-SAVING WATER AND SANITATION SERVICES

In Bulama Jafaru community (Gujba LGA, Yobe State), the only functioning borehole broke down two years ago, forcing women, men and children to walk more than half an hour each time they needed to collect water. The water supply in the area was damaged a few years earlier by non-state armed group attacks, which also destroyed schools and health-care facilities.

When the Bulama Jafaru community members arrived at the water source, they had to wait in long queues in the hot weather as they were not the only people seeking water there. With frustrations running high, disputes quickly erupted at the congested waterpoint.

Jafaru Ibrahim, the community leader of Bulama Jafaru remembers: “After the borehole broke down, there was no peace among the people. They would constantly get into a quarrel at the water point.” The overcrowded site also increased the risks of contracting COVID-19 or other infectious diseases.

To support the people of Buluma Jafaru and surrounding communities, Taimako Community Development Initiative (TCDI) implemented a ten-month water, sanitation and hygiene (WASH) project in Gujba and Yunusari LGAs with funding from the NHF. The project aims to reduce morbidity and mortality resulting from waterborne diseases by increasing access to safe drinking water and promoting better hygiene practices among communities most affected by the conflict.

In Buluma Jafaru community, the project rehabilitated the existing borehole and established a WASH committee consisting of five men and five women who
received training on borehole maintenance, crowd coordination at the water point and hygiene promotion.

Additionally, 78 women and girls took part in a sensitization session and received dignity kits containing essentials such as detergent, sanitary pads and underwear. One of the women said, “For me, the NHF project is one of a kind because it brings water and peace, which are the major components of life.”

With the rehabilitated disability-inclusive borehole in the centre of the community, women no longer have to walk long distances at all hours of the day, exposed themselves to the risk of GBV. Also, children do not arrive late at school because of having to stand in line at the waterpoint.

“After the borehole broke down, there was no peace among the people. They would constantly get into a quarrel at the water point.”
A participant in a tailoring training programme in Adamawa State works while caring for her young daughter.

Credit: OCHA/Christina Powell.
REKINDLING LOST DREAMS THROUGH EDUCATION

For Mohammed Garba, 12, the pursuit of education has been a challenging journey. He had always faced issues with obtaining high-quality schooling, but even the little he did receive was cut short when he was forced to flee his hometown due to attacks from NSAGs five years ago.

Mohammed and his family sought refuge in the International Secondary School (ISS) Camp in Ngala LGA, Borno State. SHO, the consortium partner responsible for education, launched a project to ensure equitable access to quality emergency education for vulnerable IDP children and children from host communities. Through this project, SHO provides access to safe learning environments for boys and girls affected by conflict.

When the organization rehabilitated the school facility in the camp, Mohammed’s hopes were renewed. SHO started providing integrated education services to displaced children in the camp, and Mohammed resumed his formal education in a safe environment.

“They [SHO] rehabilitated a school for us, with chairs, boards, renovated our latrines and showers. Now I and other pupils are overjoyed because of the comfort we have, which has made studying interesting. We are more excited to continue our education so that each one of us will grow up and have a role in building our society,” said Mohammed.

To support the families of the students, the project referred them to food assistance and provided free writing materials as an incentive for school enrolment. Additionally, 955 displaced and most vulnerable students were provided with school bags, recreational equipment, and hygiene and sanitary kits. This support helped to meet the students’ immediate needs and improve the long-term resilience of their families and community.

SHO trained 40 teachers in Ngala and Konduga. This has had a positive impact on teachers’ attendance, commitment and motivation and, as a result, has improved students’ educational experience.
Annexes

Annex A  Acronyms & abbreviations
Annex B  NHF Advisory Board
Annex C  Reference Map
Annex D  Allocations by recipient organizations
**ANNEX A**

## ACRONYMS & ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA</td>
<td>Action Aid International Foundation Nigeria</td>
</tr>
<tr>
<td>ACF</td>
<td>Action Contre la Faim</td>
</tr>
<tr>
<td>ACTED</td>
<td>Agency for Technical Cooperation and Development</td>
</tr>
<tr>
<td>ADRA</td>
<td>Adventist Development and Relief Agency</td>
</tr>
<tr>
<td>AGUF</td>
<td>Agaj Global Unity Foundation</td>
</tr>
<tr>
<td>AHAI</td>
<td>African Humanitarian Aid International</td>
</tr>
<tr>
<td>AHI</td>
<td>Action Health Incorporated</td>
</tr>
<tr>
<td>AHSF</td>
<td>Albaraka Health Spring Foundation</td>
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<tr>
<td>ARC</td>
<td>American Refugee Committee</td>
</tr>
<tr>
<td>AWD</td>
<td>Acute Watery Diarrhoea</td>
</tr>
<tr>
<td>CA</td>
<td>Christian Aid</td>
</tr>
<tr>
<td>CARE</td>
<td>CARE Somalia (CARE Somalia)</td>
</tr>
<tr>
<td>CBI</td>
<td>Care Best Initiative</td>
</tr>
<tr>
<td>CBPF</td>
<td>Country-Based Pooled Fund</td>
</tr>
<tr>
<td>CDHI</td>
<td>Chabash Development and Health Initiative Community Development And Research Network</td>
</tr>
<tr>
<td>CEER</td>
<td>Central Emergency Response Fund</td>
</tr>
<tr>
<td>CERF</td>
<td>Cooperazione Internazionale</td>
</tr>
<tr>
<td>CESVI</td>
<td>Child Protection &amp; Peer Learning Initiative</td>
</tr>
<tr>
<td>CHAD</td>
<td>Civil Society for Poverty Eradication</td>
</tr>
<tr>
<td>CISCOPE</td>
<td>Cooperazione E sviluppo</td>
</tr>
<tr>
<td>COOPI</td>
<td>COOPI Cooperazione Internazionale</td>
</tr>
<tr>
<td>CPD</td>
<td>Center for Peace and Democracy</td>
</tr>
<tr>
<td>CRUDAN</td>
<td>Christian Rural and Urban Development Association of Nigeria</td>
</tr>
<tr>
<td>DKH</td>
<td>Diakonie Katastrophene Hilfe</td>
</tr>
<tr>
<td>DRC</td>
<td>Danish Refugee Council</td>
</tr>
<tr>
<td>ECHO</td>
<td>European Civil Protection and Humanitarian Aid Operations</td>
</tr>
<tr>
<td>EO</td>
<td>OCHA Executive Officer</td>
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<tr>
<td>FAO</td>
<td>Food and Agriculture Organization</td>
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<td>FCS</td>
<td>Funding Coordination Section</td>
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<td>FENPS</td>
<td>Formal Education Network for Private Schools</td>
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<td>FFR</td>
<td>Financial Regulations and Rules</td>
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<td>FREE</td>
<td>Foundation for Refugee Economic Empowerment in Nigeria</td>
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<tr>
<td>FSACI</td>
<td>First Step Action for Children Initiative</td>
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<td>FSNAU</td>
<td>Food Security Nutrition and Analysis Unit</td>
</tr>
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<td>GBV</td>
<td>Gender-based violence</td>
</tr>
<tr>
<td>GHIV</td>
<td>Global Village Healthcare Initiative for Africa</td>
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<tr>
<td>AFRICA</td>
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</tr>
<tr>
<td>GMS</td>
<td>Goalprime Organization Nigeria</td>
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<tr>
<td>G R E N -</td>
<td>Green Concern For Development</td>
</tr>
<tr>
<td>CODE</td>
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<tr>
<td>GZDI</td>
<td>Grassroot Life Saving Outreach</td>
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<tr>
<td>HC</td>
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</tr>
<tr>
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<tr>
<td>HJRA</td>
<td>Humanitarian Initiative Just Relief Aid</td>
</tr>
<tr>
<td>HIWA</td>
<td>Hiraan Women Action on Advocacy for Peace &amp; Human Rights</td>
</tr>
<tr>
<td>HRAF</td>
<td>Hope And Rural Aid Foundation</td>
</tr>
<tr>
<td>HRDO</td>
<td>Hidig Relief And Development Organization</td>
</tr>
<tr>
<td>HRP</td>
<td>Humanitarian Response Plan</td>
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<tr>
<td>ICCG</td>
<td>Inter-Cluster Coordination Group</td>
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<tr>
<td>IDPS</td>
<td>Internally displaced persons</td>
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<tr>
<td>INGO</td>
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</tr>
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<td>INTERSOS</td>
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<tr>
<td>IOM</td>
<td>International Organization for Migration</td>
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<tr>
<td>IYCF</td>
<td>Infant and Young Child Feeding</td>
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<tr>
<td>JDF</td>
<td>Jireh Doo Foundation</td>
</tr>
<tr>
<td>LBDI</td>
<td>Life at Best Development Initiative</td>
</tr>
<tr>
<td>MI</td>
<td>Malteser International</td>
</tr>
<tr>
<td>MPTF</td>
<td>Multi-Partner Trust Fund</td>
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<tr>
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<td>Norwegian Church Aid</td>
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<tr>
<td>NFI</td>
<td>Non-food items</td>
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<td>Non-Governmental Organization</td>
</tr>
<tr>
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<td>National Non-governmental Organization</td>
</tr>
<tr>
<td>NRC</td>
<td>Norwegian Refugee Council</td>
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<tr>
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<td>Office for the Coordination of Humanitarian Affairs</td>
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<tr>
<td>PI</td>
<td>Plan International</td>
</tr>
<tr>
<td>PLW</td>
<td>Pregnant and Lactating Women</td>
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<td>Rehabilitation Empowerment and Better Health Initiative</td>
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<tr>
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<tr>
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<td>Salient Humanitarian Organization</td>
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<tr>
<td>SI</td>
<td>Solidarites International</td>
</tr>
<tr>
<td>SYPD</td>
<td>Sustainable Development &amp; Peace Building Initiatives</td>
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<td>TCDI</td>
<td>Taimako Community Development Initiative</td>
</tr>
<tr>
<td>TFT</td>
<td>Translators Without Borders</td>
</tr>
<tr>
<td>TPM</td>
<td>Third Party Monitoring</td>
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<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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### NHF Advisory Board

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<th>STAKEHOLDER</th>
<th>ORGANIZATION</th>
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<tr>
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</tr>
<tr>
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<td>United Nations Children’s Fund (UNICEF)</td>
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<td>UN</td>
<td>United Nations Population Fund (UNFPA)</td>
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<td>UN</td>
<td>United Nations High Commissioner for Refugees (UNHCR)</td>
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<td>The Government of Belgium</td>
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<td>Donor</td>
<td>The Government of Germany</td>
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<td>Donor</td>
<td>The Government of Sweden</td>
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<tr>
<td>NHF/OCHA</td>
<td>United Nations Office for the Coordination of Humanitarian Affairs (OCHA)</td>
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ANNEX C
REFERENCE MAP

Map Sources: OCHA, OSGOF, UNCS
The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.
Map created on 10 April 2019
## ANNEX D

### ALLOCATIONS BY RECIPIENT ORGANIZATION

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<thead>
<tr>
<th>Organization</th>
<th>Amount (in USD million)</th>
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<tr>
<td><strong>United Nations</strong></td>
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<tr>
<td>UNICEF</td>
<td>13.4 (43%)</td>
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<td>UNFPA</td>
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<tr>
<td>WHO</td>
<td>0.5</td>
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<tr>
<td><strong>Total</strong></td>
<td>15.2 (50%)</td>
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<tr>
<td><strong>National NGO</strong></td>
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<tr>
<td>SHO</td>
<td>8.4 (27%)</td>
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<tr>
<td>CBI</td>
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<td>GPDN</td>
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<td>RHHF</td>
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<td>JDF</td>
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<td>GREENCEODE</td>
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<td>AHSF</td>
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<td>AAHAI</td>
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<tr>
<td>GHIV AFRICA</td>
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<tr>
<td><strong>Total</strong></td>
<td>9.8 (32%)</td>
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<tr>
<td><strong>International NGO</strong></td>
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<tr>
<td>PI</td>
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<tr>
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<tr>
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<tr>
<td><strong>Total</strong></td>
<td>6.8 (22%)</td>
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See Annex D for acronyms.