

2019-2021

HUMANITARIAN RESPONSE STRATEGY

— JANUARY 2019 - DECEMBER 2021 —

DEC 2018



NIGERIA

PEOPLE IN NEED IN BORNO,
ADAMAWA AND YOBE STATES

7.1M

PEOPLE TARGETED

6.2M

REQUIREMENT (US\$)

848M



TARGETED PEOPLE PER STATE

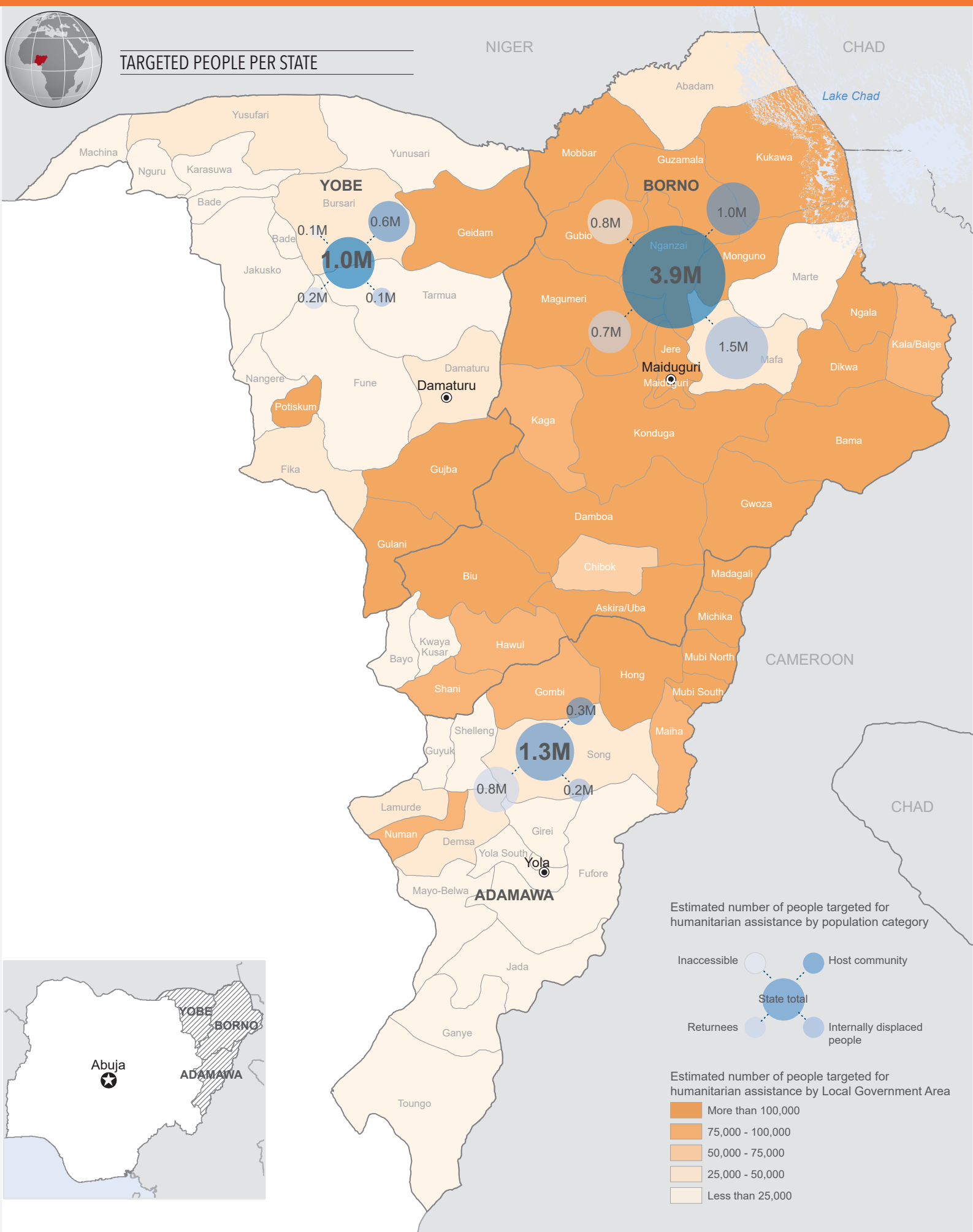


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FOREWORD BY

THE HUMANITARIAN
COORDINATOR

I am honored to present the 2019-2021 Humanitarian Response Strategy, with a one-year response plan targeting 6.2 million of the most vulnerable people in Borno, Adamawa and Yobe (BAY) states for humanitarian assistance. The financial appeal this year has reduced from \$1.05 billion in 2018 to \$848 million, based on assessed needs and the realistic capacity to implement.

Despite a significant scale-up of the humanitarian response by the United Nations and humanitarian partners since 2016, in support of the Government of Nigeria, the humanitarian crisis in the BAY states continues. Civilians still bear the brunt of a conflict that has led to widespread forced displacement and violations of international humanitarian and human rights law. New and protracted displacement, triggered by the conflict, continues to affect access to basic services and disrupts the livelihoods of millions of people. Acute malnutrition among children under the age of five is above emergency thresholds in many parts of the BAY states.

In line with a strong commitment to principled humanitarian action, humanitarian partners will seek to address humanitarian needs wherever they may be located in the BAY states. Strong partnerships between national and international actors are critical to ensuring people receive the life-saving assistance they need. Capacity building for local partners and government counterparts will therefore be prioritized to strengthen national response mechanisms. We also remain accountable at all times to the people we serve, and we will be making a concerted effort throughout the year to continually engage with and listen to the communities.

Although the primary role of humanitarian aid is to help people survive and maintain their dignity, the humanitarian response integrates approaches where and when possible to reduce communities' dependency on aid. This is especially true with regard to the response provided for returnees, host communities and the protracted displaced communities. For the next three years the humanitarian and development actors in the BAY states will work towards enhancing coherence and synergies between the development and humanitarian responses, so that they can work jointly with the Government of Nigeria to ensure the sustainable delivery of basic services to those in need, particularly those living in protracted displacement.

In 2018, donors funded the appeal very generously. The \$1 billion appeal was 67 per cent funded, representing \$700 million. Other large-scale crises outside Nigeria also require donor support, however it is essential to continue this positive momentum and build on the results achieved last year. Should we fail to meet our targets, it could undermine the progress made to date.

This 2019-2021 Humanitarian Response Strategy provides a way forward to tackle the challenges inherent in planning and responding to large-scale needs in a complex setting. The combined strength of our efforts must now unite to provide assistance to the most vulnerable, bolster national capacity and deliver a calibrated and efficient response. I look forward to working with everyone to ensure that humanitarian aid reaches those who need it most and complements longer-term activities that enable the population to develop and prosper.

Edward Kallon
Resident and Humanitarian Coordinator for Nigeria

STATEMENT OF SUPPORT BY

THE FEDERAL MINISTER

The insurgency in the North-East Nigeria has caused a widespread humanitarian crisis that has impacted negatively on the lives of millions of Nigerians, particularly women and children. A priority of the Buhari Administration has therefore been to combat and defeat the insurgents so as to secure the North East for the inhabitants to be able to live in safety and to restore normalcy to their lives. The efforts by the Nigerian Military have been quite successful and normalcy has been restored in most of the North East though, unfortunately, the insurgents are still able to carry out attacks, from time to time, particularly on soft targets. The military operations are therefore being intensified, working in collaboration with the neighbouring countries of the Lake Chad region.

In the meantime, and alongside these military operations, the Federal Government has been spearheading initiatives for bringing aid and assistance to the people and communities of the North East in order to address the humanitarian challenges caused by the insurgency. The latest of these initiatives is the 2019 Humanitarian Response Plan (HRP). The magnitude of the humanitarian needs of the region calls for a continuous review of our strategies to ensure we can offer rapid and effective solutions to the plight of the people of that region.

The 2019 Humanitarian Response Plan is part of a three-year strategy (2019 – 2021) evolved through a multi-stakeholder approach under the coordination of my Ministry in collaboration with our donors to address the needs and challenges of the affected population. The HRP was developed in close consultation with the Governments of Borno, Adamawa and Yobe states and was presented for validation to the Inter-Ministerial Taskforce on the North-East made up of relevant Ministries, Departments and Agencies (MDAs).

The HRP has been endorsed by the High-Level Conference on the Lake Chad Region (Oslo II), which took place in Berlin on 3 - 4 September, 2018. The Conference was co-hosted by Nigeria, Germany, Norway and the United Nations. During the

event, stakeholders working on humanitarian assistance, crisis prevention, stabilization, and development came together to identify shared challenges and opportunities. An agreement was reached to continue collaborating through a multi-year approach towards addressing the needs and challenges of the Lake Chad Region in a sustainable manner. It is worthy of note that at Oslo II, the sum of USD\$ 2.17 billion multi-year funding was pledged for the Lake Chad region; the largest share of which was allocated to Nigeria. It is important to state that this 2019-2021 multi-year Humanitarian Response Strategy is aligned to the Buhari Plan (whose implementation is being coordinated by the Presidential Committee on the North-East Initiative) and is in line with the Economic Recovery and Growth Plan (ERGP).

The data in the HRP suggests that the number of people in need of humanitarian assistance in the three most-affected states of Borno, Adamawa and Yobe will reduce from 7.7 million in 2018 to 7.1 million in 2019. Whilst this slight reduction in the numbers requiring assistance is evidence that our efforts are having some effect, the large numbers of persons still needing assistance means we have to work even harder to fully address the humanitarian challenges of the North East. It must be emphasized that this is important and urgent work and we must intensify our efforts in order to achieve the target of the Nigerian Government which is to bring back normalcy and prosperity to the North East.

On behalf of the Government of Nigeria, I wish to express my appreciation to the International Community, Donors/Development Partners, especially the Office of the United Nations (UN) Resident/Humanitarian Coordinator for Nigeria and the United Nations Office for the Coordination of Humanitarian Affairs (UN-OCHA), for their continuing support to the efforts of the Nigerian Government to bring humanitarian assistance to the people of the North-East region of Nigeria.

Senator Udoma Udo Udoma, CON
Honorable Minister, Ministry of Budget and National Planning

2019-2021 HUMANITARIAN RESPONSE STRATEGY

AT A GLANCE

STRATEGIC OBJECTIVES 2019 - 2021



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

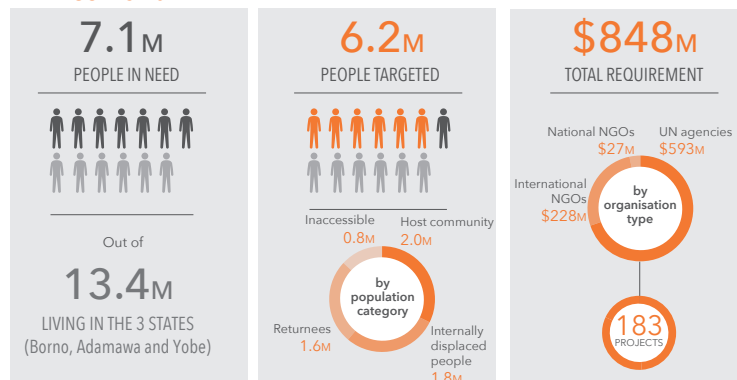
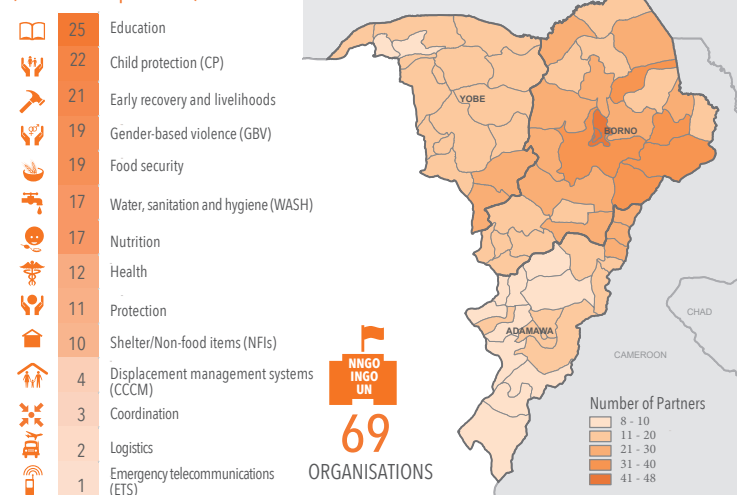
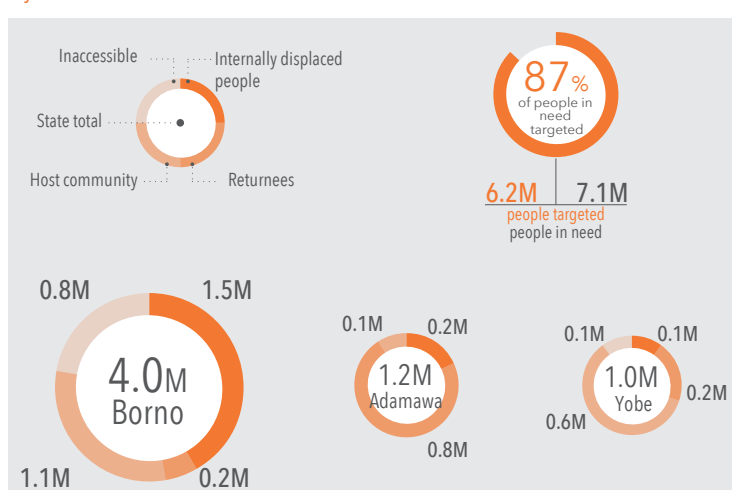


Enhance timely, unhindered and equitable access to multi-sector assistance and protection interventions through principled humanitarian action.

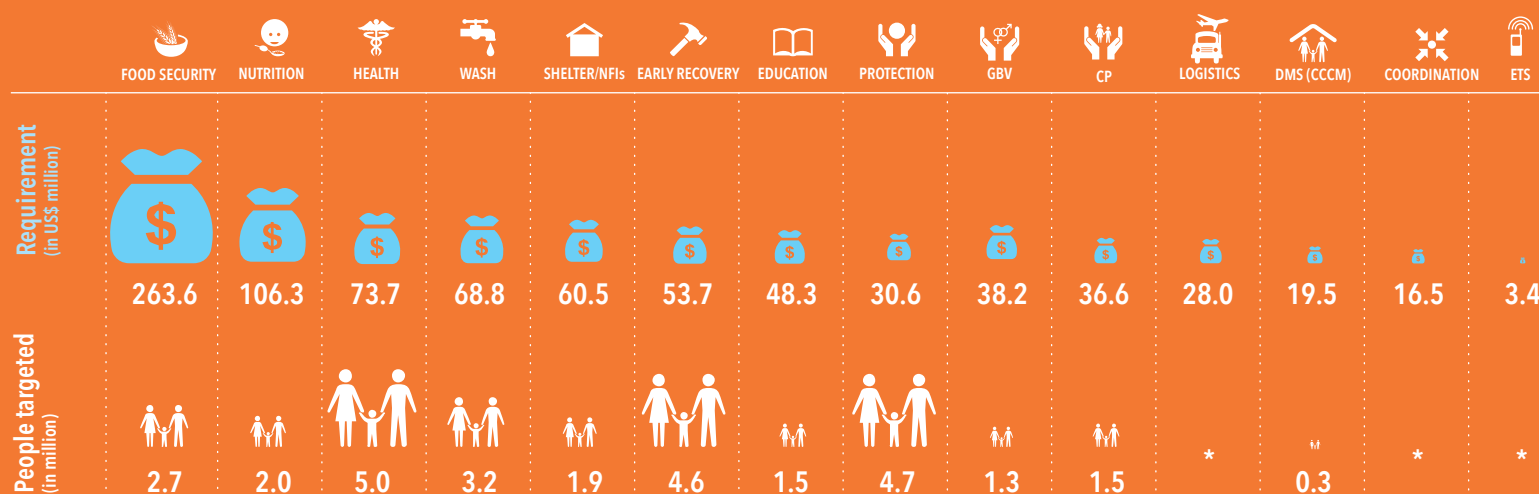


Strengthen the resilience of affected populations, promote early recovery and voluntary and safe durable solutions to displacement and support social cohesion.

KEY FIGURES 2019

OPERATIONAL PRESENCE 2019
(number of partners)PEOPLE IN NEED AND TARGETED 2019
by state

REQUIREMENT AND PEOPLE TARGETED BY SECTOR 2019



*Logistics, coordination and ETS Sectors do not directly target people in need, rather support and enable the humanitarian response

OVERVIEW OF

THE CRISIS

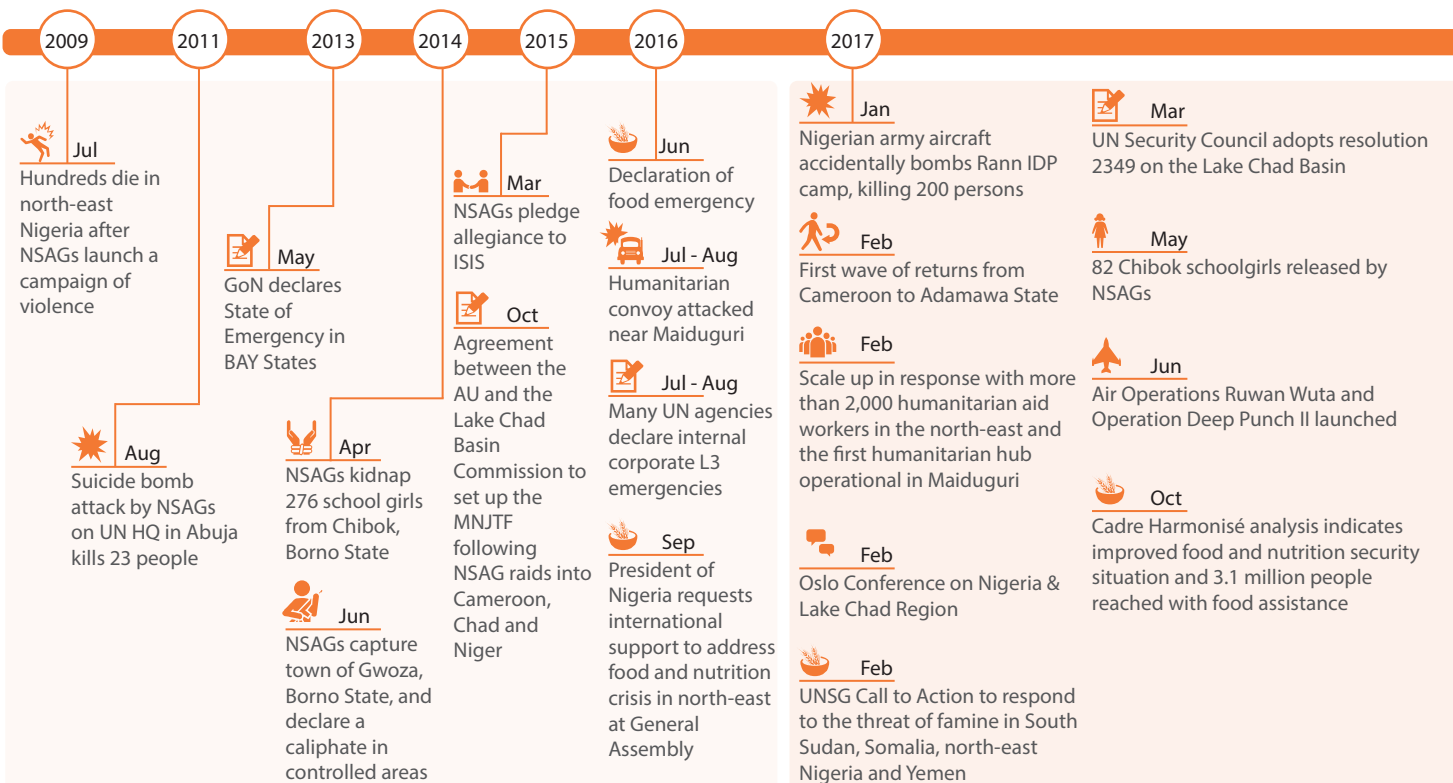
In 2019, 7.1 million people (2.3 million girls, 1.9 million boys, 1.6 million women and 1.3 million men) are in need of humanitarian assistance in north-east Nigeria as a result of a crisis that is now in its tenth year. The crisis, which is fundamentally a protection of civilians crisis, has largely been triggered by an ongoing regionalized armed conflict, characterized by massive and widespread abuse against civilians including killings, rape and other sexual violence, abduction, child recruitment, burning of homes, pillaging, forced displacement, arbitrary detention, and the use of explosive hazards, including in deliberate attacks on civilian targets.

Today 1.8 million people are internally displaced, and new displacement continues due to insecurity. The crisis has impacted women, men, girls and boys, and people with special needs differently, and their vulnerabilities as well as coping mechanisms vary. Women and girls have been targeted with rape, abduction, to serve as “sex slaves”, and also conscripted into a broad spectrum of roles including serving as spies and human beings forced to carry person-borne improvised explosive devices (PBIED). Men and boys have been mainly targeted for recruitment and are at higher risk of being killed at battle fronts or being arbitrarily detained. While the humanitarian community provided life-saving assistance

to over 5.5 million affected people (1.4 million women, 950,000 men, 1.8 million girls and 1.4 million boys) in 2018 and helped stabilise living conditions for millions of affected people, significant humanitarian needs remain as the conflict continues. At present, it is estimated that more than 800,000 people are still in areas that are inaccessible to international humanitarian actors.

Violence in a Protection Crisis

In 2018, the conflict continued, with a scale up of the Nigerian Armed Forces counter-insurgency campaign in collaboration



with the Multinational Joint Task Force (MNJTF).

Major military operations and offensives were launched in areas across Borno and Yobe states, with active hostilities extending throughout the rainy season – a dynamic that was different from previous years. Non-State Armed Group (NSAG) activity also increased in the latter half of 2018, with a series of significant and deadly attacks against Nigerian Armed Forces in areas such as Gudumbali town in Guzamala LGA – a change of tactic that may be linked to leadership struggles within the factions. Further, while Borno State remains the epicenter of the crisis, Adamawa State also experienced significant levels of inter-communal violence with reports of over 100 communities affected¹. The scale of the offensive from the Nigerian Armed Forces and change in tactics by NSAGs has increased protection concerns for women and girls, including sexual and physical violence as well as abduction by NSAGs. For men and boys, the fear of being abducted and conscripted to join NSAGs still looms large, while arbitrary detention in military screening sites is also an ongoing concern.

As these conditions of violence and insecurity persist, civilians continue to bear the brunt of a conflict that has led to widespread forced displacement, abuse, violations of basic human rights and destruction of civilian property. Since 2009, more than 27,000² people have been killed and hundreds of women and girls abducted. In 2017, 146³ children (mainly girls) were forced to carry PBIEDs, and from January to end of September 2018, 46 children were used in attacks. There are regular reports of extra-judicial killings, use of torture, arbitrary arrests and detention, enforced disappearances, rape and other forms of sexual violence, and targeting of IDP camps where civilians sought refuge, for example during the January

and October attacks on IDP camps in Dalori, Borno State. Further, destruction of civilian infrastructure and assets has been severe, with an estimated infrastructure damage of US\$ 9.2 billion and accumulated output losses of US\$ 8.3 billion. Borno State has been the hardest hit by far.⁴

High levels of displacement, including secondary and tertiary displacement, have been witnessed to major centres, including from inaccessible areas, with the majority of new arrivals in dire conditions and in need of urgent, life-saving humanitarian assistance and protection interventions. Those who flee inaccessible areas report being held for years in hostage-like situations by NSAGs with no access to basic services and suffering abuse. The situation in these areas is reportedly more severe this year with NSAGs looting food from civilians on a much larger scale and leaving them with extremely limited resources to survive. Civilians who fled these areas report needing to escape at night for fear of being recaptured, while leaving all belongings and family members, including the elderly, behind. Ten per cent of displaced households in northern Borno State report having separated or unaccompanied children, while 48 per cent of female-headed households report no legal documentation.⁵

"Everybody that is sane would want to escape."
- Respondent during a REACH Focus Group Discussion

Freedom of movement in areas considered accessible is also heavily restricted, including in and out of camps.⁶ This greatly impacts the communities' ability to engage in livelihoods, undermining opportunities to support self-reliance and durable solutions to displacement. It also restricts people's access to

2018



Mar

3 aid workers killed and 3 female aid workers abducted by NSAGs in Rann, Borno State



Mar

Nearly all 100 Dapchi schoolgirls released by NSAGs following abduction in February



Mar

HCT endorses Nigeria's first Centrality of Protection Strategy



Apr

Relocation of IDPs to Bama begins with support from Government and Nigerian Armed Forces, with over 3,000 people moved in one day



May

The counter-insurgency strategy intensifies as Nigerian Armed Forces launch Operation Last Hold



May

Proxy analysis suggests high levels of deprivation in inaccessible areas where an estimated 823,000 people remain inaccessible to humanitarian actors



May

First Lake Chad Basin Governors' Forum for Regional Cooperation on Stabilisation, Peacebuilding and Sustainable Development



May

The HCT endorses Nigeria's first CmCoord Guidance and Access Strategy



Jul

183 children released from Nigerian Armed Forces detention in Borno State



Aug

Returns Policy Framework signed by the Governor of Borno State and the Humanitarian Coordinator



Aug

A factional leader of the NSAG Islamic State in West Africa (ISWA), Mamman Nur, killed



Sep

Significant attack by NSAGs on Nigerian Armed Forces base in Gudumbali town, resulting in many deaths and temporary occupation of the military base and part of the town by NSAGs



Sep

ICRC aid worker executed by NSAGs, following her abduction in Rann



Sep

High-Level Conference on the Lake Chad Region held in Berlin, Germany to bring together stakeholders working on humanitarian assistance, crisis prevention and stabilization, and development



Oct

833 children released from the ranks of the CJTF in Maiduguri as part of its commitment to end and prevent the recruitment and use of children



Oct

Second ICRC aid worker executed by NSAGs, following her abduction in Rann

basic services. The restrictions on freedom of movement, in addition to congestion in camps, heighten the risk, especially for women and girls, of sexual exploitation and abuse, by those authorities or other groups controlling access to the camps.

In addition to widespread violations of International Humanitarian and Human Rights Law against affected people, the humanitarian community has also come under threat. Two female humanitarian aid workers were tragically executed by NSAGs in September and October 2018 after being abducted on 1 March 2018. Four male aid workers were also killed this year. A female aid worker (a nurse) is still being held by NSAGs after having been abducted on 1 March in Rann, Borno State. These events shocked the humanitarian community and resulted in global condemnation and continued calls for the immediate release of the nurse and the remaining schoolgirl abducted from Dapchi, Yobe State. These incidents - which constitute crimes under international law - also underscore the increased level of risk and threats to aid workers in the north-east, and especially in Borno State, and the inevitable consequences on their ability to stay and deliver.

Displacement

New waves of displacement in 2018 added to the already high numbers of people in north-east Nigeria who have fled their homes. Today 1.8 million⁷ people (440,000 women, 364,000 men, 614,000 girls and 516,000 boys) are internally displaced, with 94 per cent of the displacement attributed to ongoing conflict and over 80 per cent of displaced people in Borno State. A decade into the crisis, the protracted nature of displacement has eroded coping mechanisms, significantly weakened resilience, and heightened vulnerabilities.

2018 saw additional displacement of thousands of people every month, many coming from inaccessible areas to main centres and in an extremely vulnerable state. Over the first eleven months of 2018, nearly 214,000 individuals, mainly women and children, were displaced, with a weekly average of 4,500 individuals. Prior to this, the weekly average was 1,400.⁸ Despite humanitarian resources already being overstretched as a result of overcrowding in the camps, tens of thousands of new arrivals passed through reception centres and accessed multi-sector humanitarian assistance through the Reception Management Strategy⁹, including food assistance, health screenings and protection services. Others were reached in the camps and host communities as part of regular aid delivery activities. Further, displacement patterns were also seen throughout the year into smaller towns, including along the Monguno-axis¹⁰, where presence of humanitarian workers was typically low. As such, a rapid scale-up in the response proved to be difficult in these areas outside of main centres, especially in light of the challenging security situation.

"The main reason for wanting to return is to go back to farms and a source of livelihood." - Respondent during a REACH Focus Group Discussion in Pulka

Since August 2015, 1.6 million¹¹ people (378,000 women, 348,000 men, 510,000 girls and 404,000 boys) have returned¹²

to or closer to their homes and attempted to begin to rebuild their lives, indicating that conditions in some locations have improved to a relative extent. Adamawa State has seen the highest number of returns at over 750,000, and Borno State over 650,000¹³. While government-facilitated returns also started, including in coordination with military efforts underpinned by Operation 'Last Hold,' concerns remain that many areas are not yet conducive for safe and sustainable returns due to insecurity and a lack of access to basic services and infrastructure. This is corroborated by the vast majority of displaced households reporting no active plans to return, citing insecurity and lack of access to services such as food, health and education as main reasons.¹⁴ Further, more than 226,000¹⁵ Nigerian refugees remain in Cameroon (97,000), Chad (10,000) and Niger (119,000); 35,701 returned in 2018, though in many cases in circumstances that were not voluntary and not to their homes (secondary or tertiary displacement). Any IDP or refugee returns must be voluntary and carried out in safety and in dignity, and coupled with a scale-up of early recovery and resilience activities that support durable solutions. The Tripartite Agreement between UNHCR, Nigeria and Cameroon, signed in March 2017, also requires further operationalisation.

Vulnerable Groups

The majority of crisis-affected people have experienced violence, repeated displacement, loss of or separation from family members, loss and destruction of property, deterioration of living conditions, disruption of livelihoods, accumulated stress and weakened resilience. Particularly vulnerable groups that suffer the most and whose vulnerabilities are the highest include children, the elderly, female-headed households (FHH), particularly adolescent FHH, who are forced into a role as breadwinners, and people with disabilities as they are less able to fend for themselves and less likely to access services without assistance. Pre-existing gender inequalities due to unequal access to opportunities have contributed to limited resources and skills among women and girls, which have increased their vulnerability and exposure to abuse, including sexual exploitation. Those in inaccessible areas lack access to food, supplies and services, are at high risk of abuses, and are not able to engage in their normal livelihoods such as farming and trade due to limited movement associated with insecurity.

Threats of attacks, ongoing hostilities, lack of safety assurances by NSAGs, explosive hazards and restrictions on movements in active conflict zones hinder humanitarian actors'¹⁶ ability to conduct thorough assessments of the estimated 823,000 people who remain in inaccessible areas. Recent proxy analysis and conditions of new arrivals coming from these areas suggest that people in inaccessible areas are experiencing extremely high levels of needs, including food, nutrition and health. Nutrition screenings in reception centres for new arrivals reveal that the nutrition situation of children coming from inaccessible areas is significantly worse than that of children in areas currently receiving assistance. This analysis is corroborated by reports from new arrivals and data collected remotely that show that the majority of assessed settlements did not receive any humanitarian assistance in the past six months.¹⁷

The situation facing women and girls is particularly dire. Violence against women and girls, including sexual violence, and exposure to trafficking and abduction is widespread but underreported. Some 99 per cent of reported GBV incidents in the first half of 2018 were made by women and girls.¹⁸ Of the women and girls who were forced and abducted from their homes by NSAGs, many are raped, forced into marriage and labour, abused physically, sexually and/or emotionally, exposed to sexually transmitted diseases, and often impregnated by their captors.¹⁹ Anecdotal reports indicate that in addition to the everyday struggles faced by women and girls, they are often forced into survival sex in exchange for food, movement and items to meet their basic needs. Further, at least 49,500 girls and boys have been exposed to recruitment by armed groups and other grave child rights violations.

IDP and refugee returnees also face specific challenges, including difficulties in accessing housing, land and property; family separation; and community tensions due to perceived affiliations with parties to the conflict.

Key Humanitarian Needs

A reduction in the number of people in need in 2019 at a time of ongoing conflict and new displacements must be understood within a context of bolstered and sustained humanitarian assistance and service delivery that has helped to stabilize many communities. Maintaining humanitarian support is therefore critical to ensure that the situation does not deteriorate and people do not slip back into crisis.

An estimated 1.7 million people in the BAY states are currently estimated to be food insecure and considered to be facing crisis or emergency situations (CH Phase 3 or 4)²⁰. As part of the lean season period, during June to August 2019, 2.7 million people are projected to be food insecure²¹. Despite improvements in 2018, the food security and nutrition situation remains fragile in the north-east. In Borno State, many affected populations remain dependent on assistance to meet their basic food needs – a situation stemming from ongoing hostilities and insecurity. Security perimeters in ‘garrison’²² towns and restricted freedom of movement impact the communities’ ability to engage in livelihood and income generating activities, with 39 per cent²³ of IDP households in Borno State reportedly not having access to land. The security situation also impacts access to fuel and energy for cooking food, with 85 per cent of women and girls interviewed during a joint assessment reporting heightened protection risks when collecting firewood.²⁴

In many areas across Borno State, market and trade routes continue to be disrupted as a result of insecurity and impassable roads during the rainy season. These, and other existing bans on fish trade and restrictions on purchasing fertilizers, impact trade flows and activities. In Yobe and Adamawa states, an improved security situation has enabled a resumption of agricultural and livestock livelihood activities as well as functional markets with durable supply chains.²⁵ However, pockets of insecurity remain, including in central Adamawa State where inter-communal violence is worsening. Other dynamics impacting the situation include flooding, which has destroyed crops and may negatively influence the harvest.²⁶

The nutrition situation has steadily deteriorated throughout the crisis, with 2.7 million children and women in need of immediate nutrition services. Global acute malnutrition (GAM) in children aged 6-59 months remains highly concerning, with over one million children having malnutrition rates exceeding the WHO threshold of 10 per cent.²⁷ In this, an estimated 368,00 children suffer from severe acute malnutrition (SAM) and 727,000 from moderate acute malnutrition (MAM), with extremely worrying rates of new arrivals from inaccessible areas at 34 per cent SAM and 55 per cent MAM.²⁸ One in every five of these children with SAM and one in every 15 of these children with MAM are at risk of death if their malnutrition remains untreated. Despite a scale up of nutrition interventions in 2018, the ongoing conflict continues to have a direct impact on people’s nutrition status which is further exacerbated by weak health infrastructures, poor infant and young child feeding practices, limited access to safe water and sanitation services, poor hygiene conditions and food insecurity.

Two thirds of health facilities have been damaged by the conflict – a clear indication of the impact of the crisis on the health system. The north-east remains highly endemic for diseases, including diarrhea, due to a variety of issues including limited access to essential health care, vulnerabilities related to displacement and congested living conditions. The situation is further exacerbated by unsafe water, inadequate hygiene and sanitation services linked to long-term structural deficiencies, as well as a general weakening of resilience in affected communities. Women and children in particular are left increasingly susceptible to disease outbreaks, including cholera. In 2018, cholera outbreaks affected 18 LGAs in the BAY states with a total of 10,571 cases. In addition, 1.5 million people are considered at risk and require cholera prevention interventions.

With such high levels of displacement in 2018, more than 40 IDP sites across 12 LGAs in Borno State are in ‘high congestion’ status resulting in many individuals having no access to shelter and forced to sleep in overcrowded spaces or outside. This leaves vulnerable groups not only more susceptible to disease, but also at heightened risk of protection concerns. Further, over 60 per cent of displaced persons are living in host communities, making it harder to reach them with assistance and putting additional pressure on the already stretched resources of these communities.

The impact of the crisis on the education system has also been severe, leaving generations of children without opportunities to learn and even more vulnerable. Since the conflict erupted in 2009, 611 teachers have been killed, 19,000 teachers displaced, 910 schools damaged or destroyed, and more than 1,500 schools forced to close. As a result, an estimated 900,000 children have lost access to learning while 75 per cent of children in camps do not attend school.²⁹ 70 per cent of girls of primary school age are out of school in Borno State – the highest percentage in the country. Of those who do attend, 72 per cent are unable to read upon completion of grade six, while Borno State has the lowest literacy rates at only 35 per cent of female and 46 per cent of male adolescents.³⁰

The cumulative impacts of such violent experiences and stresses have weakened communities' resilience and coping mechanisms, and as a result more than 2 million girls, boys and caregivers require psychosocial support services. If left unaddressed, such traumas will have serious impacts on health and wellbeing, and could result in the emergence of new patterns of violence.

Underlying Causes

While the government response to the crisis in the north-east has primarily been a nationally-based security and humanitarian response, there is recognition that radicalization of NSAGs stems from deep-rooted issues of marginalization and socio-economic and political grievances. Prior to 2009, north-east Nigeria was plagued with high levels of poverty, inequalities, including gender, underdevelopment, unemployment, poor governance, political marginalization, weak justice systems and ecological degradation.

In 2018, Nigeria overtook India as the country with the largest number of extreme poor. At the end of May 2018, research suggests that Nigeria had about 87 million people in extreme poverty, compared with India's 73 million. What is more, extreme poverty in Nigeria is growing by six people every minute, while poverty in India continues to fall³¹. In addition, Nigeria ranks 152 out of 187 in the Human Development Index (HDI), which is well below the average for sub-Saharan Africa.³² Historically, there has been a lack of development and investment initiatives in the north-east compared to other areas in Nigeria, including with education and health institutions,

which perpetuates cycles of deprivation and further erodes social and economic structures.³³

Demographic dynamics also remain a challenge with a large portion of the population being young (15 – 34 years of age), and the rate of unemployment higher in the north-east, especially among women. In 2017, while the national youth unemployment rate was 19 per cent, it was 37 per cent and 28 per cent in Yobe and Borno states respectively.³⁴ The lack of employment and livelihood opportunities is a major cause of frustration and discontent with government – factors which compound social polarization and openness to radicalization.³⁵ Significant gender gaps also exist, with women and girls in the north-east exposed to higher inequality across all sectors and greater risks, which further exacerbates existing gender inequalities and power relations that disadvantage them. The maternal mortality rate in the north-east is the highest in the country and almost 10 times higher than the rate in the country's south-western zone,³⁶ while the child mortality rate is the highest in the country and among the worst in the world.³⁷

These dynamics underline the importance of ensuring strong collaborative efforts between humanitarian, development and peace actors for collective outcomes towards resilience. In 2019, while there has been a decline in the number of people who need life-saving humanitarian assistance, there is simultaneously an increase of people who require longer-term development support. While the Government of Nigeria has the primary responsibility to address these underlying structural constraints, the extent and scale of humanitarian needs and the complexity of humanitarian operations are currently higher than the response capacity.

Story: Humanitarian Situation in Inaccessible Areas

Harrowing stories of new arrivals to major centres echo analysis that suggest high levels of deprivation in inaccessible areas. Falmata, a 13-month-old girl who received treatment at an out-patient-therapeutic (OTP) clinic in Bama for severe acute malnutrition (SAM) arrived in September 2018 with her mother from an inaccessible settlement. Falmata's mother fled with the infant to Bama town after walking many days and facing many challenges along the way including hunger, sickness and exhaustion. She fled because even the most basic services for survival were unavailable in the "bush" and because "hunger" is causing many reported deaths. The situation is reportedly much more severe in 2018 because "Boko Haram" has increased the looting of food from civilian populations, and cultivation is not possible. Many families are now surviving only on boiled leaves.

Falmata's story is not uncommon. Proxy analysis³⁸ of nutrition screenings in reception centers for new arrivals reveal that the nutrition situation of children coming from inaccessible areas is significantly worse than that of children in areas receiving assistance. For example, from August to November 2018, 4,663 children of 6-59 months, who are considered new arrivals to major centres, were screened by nutrition partners. Around 72 per cent of the screened children departed from areas that are considered inaccessible to international humanitarian partners. 41 per cent of the children from inaccessible areas are

considered acutely malnourished – 24 per cent are considered severely malnourished. This compares to only 14 per cent of the children from accessible areas that have acute malnutrition. These stories of hunger and deprivation are reflective of 2018 displacement patterns in the north-east where thousands of women, men, girls and boys fled from inaccessible areas as a result of the desperate situation. In addition to being held in hostage-like situations, women, girls, men and boys also report similar stories of forced labour by NSAGs to cultivate crops and harvest.

"The situation is much worse this year with too much hunger...we survived on boiled leaves. We had to escape."
– New arrival to Bama town from inaccessible settlement



STRATEGIC

OBJECTIVES 2019-2021

From 2019 to 2021, humanitarian partners will continue to deliver life-saving humanitarian assistance and protection in north-east Nigeria, prioritizing the most acute needs identified in the Humanitarian Needs Overview. All activities will promote the safety, dignity and equitable access of affected girls, women, boys and men to humanitarian aid. Partners will also seek more efficient and effective collaboration with development partners in order to link humanitarian planning with short and long-term development planning, to support durable solutions and to achieve collective outcomes that will help reduce people's vulnerability over the coming years.



1

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

Millions of people in north-east Nigeria continue to depend on humanitarian assistance for their basic survival. Affected populations will receive emergency life-saving water, food, non-food items, health, psychosocial support, shelter and protection services without discrimination, and with a focus on the most vulnerable. Humanitarian assistance remains essential to sustain the gains made since 2016 and cover identified gaps. Humanitarian presence in the Local Government Areas will be strengthened to ensure that assistance is timely, integrated, flexible, includes cash as a modality whenever appropriate, and meets relevant technical standards.



2

Enhance timely, unhindered and equitable access to multi-sector assistance and protection interventions through principled humanitarian action.

All elements of the humanitarian response will promote the protection, safety and dignity of affected people, in an impartial, neutral and independent manner, and will be provided equitably to women, girls, men and boys, wherever they are, through strong community engagement. Access of persons of concern to essential services, and access of humanitarian actors to those in need, will remain priorities. Particular attention will be given to increasing humanitarian access, including to the more than 800,000 people who remain in areas that are inaccessible to the international humanitarian community. A gender and age lens, including collection and analysis of sex- and age-disaggregated data, will help tailor assistance to those most in need.



3

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

Actions will aim at reducing needs, risks and vulnerabilities by integrating early recovery, including livelihood and social cohesion support, across the humanitarian response. Assistance provided will contribute to conducive conditions for durable solutions for IDPs and returnees, enhance community resilience and boost the provision of (or access to) integrated support in basic public services, livelihoods and local governance. A strong emphasis will be placed on strengthening the humanitarian-development nexus across all three states, when and where possible, while respecting humanitarian principles. Enhanced collaboration with the government and development partners, including international financial institutions, will focus on joint analysis, planning, programming, coordination and flexible, risk-tolerant and predictable multi-year funding tools to achieve collective outcomes.

2019-2021 MULTI-YEAR HUMANITARIAN

RESPONSE STRATEGY

The 2019-2021 Multi-Year Humanitarian Response Strategy – the first of its kind in Nigeria – represents an opportunity to advance commitments made at the 2016 World Humanitarian Summit to pursue a New Way of Working (NWOW) to strengthen the humanitarian-development nexus, through a Government-led process. Humanitarian partners will build on progress made in 2018 to respond to immediate humanitarian needs, in accordance with humanitarian principles, whilst at the same time allowing for the humanitarian response to make investments for the future. The response strategy will be underpinned by a concerted effort to eliminate the barriers that prevent humanitarian actors and development partners working alongside each other to address needs, risks and vulnerabilities in order to build resilience and promote durable solutions. A strategy beyond annual cycles will allow humanitarian and development partners to adapt programmes to changing needs in the affected areas to ensure better preparedness and enhanced collaboration to support the Government to achieve collective outcomes.

12

A new multi-year approach in north-east Nigeria

The humanitarian community has provided life-saving assistance to millions of affected people since 2016 when the international response to the crisis scaled-up significantly following warnings of looming famine. Assistance and protection interventions have primarily been targeted at individuals and communities who have been directly affected by the ongoing conflict, including vulnerable people affected by chronic under development and who lack access to basic services. Humanitarian assistance has saved lives, but the underlying vulnerabilities and root causes to the crisis have not been addressed.

Recognising that north-east Nigeria is now a complex and protracted crisis with both acute and chronic needs, a more strategic approach and holistic response is required. As a result, there is a need to shift to a multi-year Humanitarian Response Strategy, which provides the framework for planning and coordinating the delivery of humanitarian assistance that can also catalyze early recovery and long-term development. The multi-year strategy facilitates increased engagement with development partners to address underlying structural drivers of the crisis, all in support of the recognized capacity of the Government of Nigeria to own and lead the response. The multi-year approach also speaks to some of the contextual peculiarities of north-east Nigeria including high levels of inaccessibility, the nature of displacement and lack of safe transit on major road axes. Humanitarian programming will make a concrete and measurable contribution, beyond the humanitarian response, to sustainable development in north-east Nigeria in line with the agreed collective outcomes.

Scope and priorities

The multi-year strategy provides the overarching framework for a humanitarian response in north-east Nigeria for three years from 2019 to 2021. Within Borno, Adamawa and Yobe states, the 2019 plan will focus on the needs of 6.2 million of the most vulnerable women, men, girls and boys. The Humanitarian Needs Overview will remain an annual exercise to ensure that changes in the context are analysed and reflected. Strategic objectives, targets and indicators will remain the same for the duration of the strategy, with annual updates on needs, activities and financial requirements. As government and development partners scale up their activities in the north-east, targets and financial requirements are expected to decrease.

The protection of affected people will remain at the front and centre of humanitarian decision-making and response. This has been reflected in the Inter-Agency Standing Committee (IASC) Policy on Protection in Humanitarian Action which emphasizes an IASC commitment to prioritise protection and contribute to collective protection outcomes.

Strengthening a multi-sectoral approach to respond to diverse needs

The multi-year strategy emphasizes the need to support and enable systematic federal, state, local government and civil society capacity to contribute to the multi-sectoral response to the crisis. The strategy will adopt an approach to promote the convergence of the efforts of the humanitarian actors and development partners to address needs of conflict

and displacement affected communities. This will require innovative multi-sectoral programming models that support the transition to a stronger government role over time.

The strategy and the annual plan was developed with the recognition that the nature and severity of needs vary significantly across Borno, Adamawa and Yobe states, and that programming must be tailored for these diverse needs. To accomplish this, and to facilitate a smooth transition from humanitarian to development programming, the strategy categorizes locations based on the assessed needs of affected populations in these areas. This approach is defined by the following three categories across LGAs:

- Category 1 – LGAs with acute humanitarian needs: areas that are affected by a high number of conflict incidents, high levels of forced displacement and/or other forms of population movement. Life-saving humanitarian assistance is often required as a priority. The response will encourage the use of existing operational partners and local civil society organizations to deliver complementary development assistance in these inaccessible areas.
- Category 2 – LGAs with moderate humanitarian needs: areas that are no longer directly affected by conflict, but continue to experience residual humanitarian needs related to forced displacement, high food insecurity and nutritional needs related to reduced market function and widespread under development. The response will support the re-establishment and restoration of local civil authority and governance structures.
- Category 3 – LGAs with low humanitarian needs: areas that experience a wide range of needs, that may be related to poverty and structural under development and not necessarily directly related to the conflict.

New Way of Working and enhancing the humanitarian-development nexus

Nigeria has been actively advancing implementation of the NWOW since the 2016 World Humanitarian Summit and is one of the seven priority countries for the Joint Steering Committee to advance humanitarian and development collaboration led by the UN Deputy Secretary-General. Nigeria is well positioned to promote collaborative humanitarian, recovery and development action considering its endowments both in terms of funds and capacity. In addition, international financial institutions (IFIs) and bilateral donors have committed close to USD 1.5 billion to support early recovery and development efforts in the affected areas.

The NWOW, as conceptualized in the multi-year strategy, presents opportunities for new partnerships and cooperation across government, UN agencies, international and local NGOs, private sector and civil society actors. It encourages strengthened strategic, operational and complementary engagement between humanitarian and development partners, including throughout all phases of the crisis. Where opportunities exist, humanitarian and development

partners will aim to ensure that short, medium and long-term interventions are coherently aligned and contribute to shared objectives. By working towards collective outcomes, more durable and sustainable humanitarian and development assistance can be provided.

With enhanced cooperation comes a better use of resources, improved joint analysis, and joined up planning and programming. The multi-year strategy offers humanitarian and development actors a longer timeframe within which to interact and, where possible, to adapt programming. Complementary development action that is at-scale, flexible, and targeted to the most vulnerable people will contribute to breaking the cycle of dependence on humanitarian assistance. It allows for a phased transfer of caseloads, and a gradual phase-out of humanitarian aid, whenever appropriate, from the multi-year strategy to Government and/or development partner support, including through mechanisms such as the United Nations Sustainable Development Partnership Framework which serves as the UN's collective support to the national development priorities of the Government of Nigeria.

Interventions to support the transition to development in north-east Nigeria

In support of the Government of Nigeria, the World Bank has approved \$775m of International Development Association (IDA) funding for the north-east since 2016, representing the largest program for north-east recovery and development among international partners.

The program aims to help restore delivery of basic education, health and social protection services, agricultural production, and livelihoods in north-east Nigeria. It has included six additional financing operations (totaling \$575m, in agriculture, health, education, community development, and youth employment and social support), and the Multi-Sectoral Crisis Response Project (MCRP, \$200m). Two operations are already fully disbursed: Polio and Routine Immunization (\$125m) and Fadama (\$50m Agriculture and Food Security).

Additional funds are also available for emergency transition activities and parallel stabilization initiatives with a focus on: (i) peacebuilding and social cohesion; (ii) infrastructure and social services and; (iii) economic recovery.

These funds include, but are not limited to:

- €247.5 million – from the European Union (EU) from the 11th European Development Fund and the EU Trust Fund for Africa;
- £300 million – from the United Kingdom's Department for International Development through the North-East Transition to Development Programme, noting that the majority of funds are for the humanitarian response;
- \$250 million – from the African Development Bank;
- \$170 million – from the Islamic Development Bank.

There are a number of opportunities in Nigeria to support the NWOW and the implementation of the

humanitarian-development nexus, including through Government plans, such as the Buhari Plan and the Economic Recovery and Growth Plan, and commitments to global and regional frameworks such as the Sustainable Development Goals and the 2030 Agenda. Multi-partnership frameworks between the Government and multi-lateral institutions are pivotal, including with the World Bank, the African Development Bank and the Islamic Development Bank. Additionally, there are opportunities to work with stakeholders across the Lake Chad Basin, as outlined during the High-Level Conference on the Lake Chad region in September 2018.

“Emergency assistance must be provided in ways that will be supportive of recovery and long-term development. Development assistance organizations of the United Nations system should be involved at an early stage and should collaborate closely with those responsible for emergency relief and recovery, within their existing mandates.” - General Assembly Resolution 46/182 Dec 1991, para 40.

In line with commitments made by the Government of Nigeria (GoN) during the High Level Conference on the Lake Chad Region in Berlin in September 2018, the humanitarian response plan will complement the \$988 million USD costed by the GoN to address critical stabilization and recovery needs including security integration and peacebuilding, restoration of governance systems and structures, access to social services, livelihoods and economic recovery, climate change adaptation and resilience building, and durable solutions for the displacement needs of north-east Nigeria over the next three years. The areas covered by this budget are referred to in the annex document “Government Costing for Strengthening Resilience in the Lake Chad Basin”.

Collective Outcomes - central to the New Way of Working

A collective outcome is a concrete and measurable result that humanitarian, development and other relevant actors want to achieve jointly over a period of three to five years to reduce people's needs, risks and vulnerabilities and increase their resilience. As such, collective outcomes neither purely refer to life-saving humanitarian action nor longer-term development outcomes. Instead, the focus is on collective outcomes at the point where humanitarian and development action meet.

A strong emphasis of the multi-year plan is to strengthen the humanitarian-development nexus, particularly in transitional and return areas, where humanitarian partners will collaborate with the Government of Nigeria and development actors on joint analysis, planning and programming to achieve collective outcomes.

Five areas for collective outcomes have been identified by the Government of Nigeria, the United Nations and other partners. At the time of publishing, discussions are ongoing. The areas are:

1. Basic Social Services and Local Governance

By 2021, an increased number of affected people in the North East will have access to quality and integrated basic social services (health, education, water and sanitation).

2. Durable Solutions

By 2021, about half of the displaced people will have attained safe, dignified and voluntary return, reintegration or relocation.

3. Livelihoods

By 2021, efforts to create an environment to promote sustainable livelihoods and resilience will be strengthened with the aim to reduce vulnerability, targeting about half of the most vulnerable people.

4. Food Security and Nutrition

By 2021, the number of people suffering from acute food insecurity and Global Acute Malnutrition will be reduced.

5. Social Cohesion, Peace and Reconciliation

By 2021, local capacity for reconciliation and mediation for social cohesion will be enhanced in a select number of affected communities in the north-east.

Returns Strategy

In 2018, the Government of Borno State and the humanitarian community developed a Returns Strategy and Returns Policy Framework to make progress towards durable solutions to displacement, including through the voluntary return of IDPs and refugees, where possible. With an established common strategic framework, the overall aim is to ensure that all returns of internally displaced people and refugees are safe, voluntary, dignified, well-informed, and in line with international and regional refugee law standards, the African Union Kampala Convention on IDPs and human rights. The Returns Strategy sets minimum conditions for return, including safety and freedom of movement, access to basic services, deployment of civil authorities, and livelihood opportunities to ensure that returning populations do not suffer a setback in their recovery from displacement, and to support sustainable returns. It also defines the roles and responsibilities of each actor involved in the returns process. In the coming three years, the Government of Borno State and the humanitarian and development community will continue to operationalize the strategy, where and when appropriate, following a joint Government-international assessment of whether conditions conducive to safe and sustainable return are in place in specific and pre-defined areas.

Centrality of Protection

In a crisis that has been defined from the outset by conflict, the deliberate targeting of civilians, high levels of displacement, rampant sexual violence, restricted freedom of movement, and widespread violations of international humanitarian law and human rights law, protection of civilians is paramount in to

the 2019-2021 Multi-Year Humanitarian Response Strategy. Building on progress made in 2018 with the adoption of the HCT Centrality of Protection Strategy, humanitarian partners will continue to focus on supporting the development of an effective protective environment, ensuring protection mainstreaming across all sectors of the humanitarian response, and enhancing freedom of movement for civilians, as well as safe and unhindered humanitarian access. In addition, multiple stakeholders have come together under the Call to Action on Protection from Gender-based Violence in Emergencies to develop and implement a two-year road map to strengthen GBV prevention and response efforts in the north-east. This is complementary to the Centrality of Protection Strategy. The multi-year plan will further promote the centrality of protection, while the Protection sector and its Gender-Based Violence and Child Protection sub-sectors will work closely with other sectors to enhance understanding of protection risks, strengthen prevention and mitigation measures, and work to ensure that all humanitarian activities mainstream the following four core protection elements:

- Prioritize affected populations' safety and dignity and avoid causing harm;
- Facilitate meaningful and non-discriminatory access to assistance and services;
- Ensure accountability to affected populations by establishing feedback mechanisms through which they can measure the adequacy of interventions and address any concerns and complaints; and
- Promote participation and empowerment by supporting community-based protection strategies and assisting affected persons to claim their rights.

Gender and Age Sensitive Programming

Women, girls, boys and men are impacted differently by the crisis and displacement, having distinct humanitarian needs and facing specific protection concerns. Eighty per cent of the people in need of humanitarian assistance in north-east Nigeria are women and children. Violence against women and children, including sexual violence and other forms of gender-based violence, abduction, sexual exploitation and abuse, and exposure to trafficking is widespread but underreported. Meanwhile, adolescent boys and men face heightened risk of forced recruitment and military detention. The specific needs of older persons and persons with disabilities (both pre-existing disabilities and disabilities as a result of injury due to the consequences of the crisis) require greater attention.

Integration of age, gender and diversity principles in humanitarian service delivery and assistance remains critical for the duration of the strategy. A positive step forward in 2018 was the launch of the Call to Action on Protection from Gender-based Violence in Emergencies: A Road Map

for Action in north-east Nigeria - a global multi-stakeholder initiative to transform the way humanitarian actors address gender-based violence. In line with a multi-year approach, the initiative lays out a five-year Call to Action road map with the overall aim of ensuring that services and programs are in place for gender-based violence survivors, actions to mitigate the risks of GBV are integrated across all sectors of response, and gender equality and the empowerment of women and girls is mainstreamed throughout humanitarian action. This has been complemented with the systematic roll-out of the new Gender and Age Marker (GAM) to ensure projects in the multi-year plan identify and take into consideration gender and age inequalities.

Access through acceptance and principled engagement

Implementing the multi-year plan effectively requires safe, timely, unhindered and equitable access to multi-sector assistance and protection interventions through principled humanitarian action. Access of persons of concern to essential services and access of humanitarian actors to those in need will remain priorities in the coming three years. Indeed, enhancing humanitarian access is strategic objective of the HCT Centrality of Protection Strategy. Ensuring humanitarian access requires engagement at the strategic level with all parties to the conflict and relevant stakeholders, including communities, in a transparent and systematic manner and in accordance with humanitarian principles and international humanitarian law. Successful implementation of the multi-year strategy also requires increased advocacy, to ensure states uphold their international human rights obligations, and all parties to the conflict uphold their obligations under international humanitarian law, including by taking constant care in their military operations to distinguish and spare the civilian population and civilian objects.

Nearly 48 per cent of populations surveyed in Yobe State and 38 per cent surveyed in Borno State reported that there were people excluded from receiving humanitarian assistance. This is in addition to the more than 800,000 women, girls, men and boys, who remain inaccessible to humanitarian partners.³⁹

In 2018, the killing and abduction of aid workers at the military facility in Rann, Borno State left the humanitarian community increasingly concerned about the close proximity of humanitarians to the Nigerian Armed Forces. Despite these concerns, in 2018, humanitarian partners continued to co-locate, as a matter of last resort, inside military bases and frequently used military assets and armed escorts to deliver aid. These dynamics blur the lines between humanitarian partners, the Nigerian Armed Forces and the armed self-defense group the Civilian Joint Task Force, and ultimately impact both perceptions and realities of a principled humanitarian response. In the coming three years, humanitarian partners and humanitarian leadership will give utmost priority to ensuring principled humanitarian action and distinction from

the military and other armed groups. This will be achieved primarily through the implementation of the HCT Access Strategy as well as the HCT Community Engagement and Centrality of Protection Strategies, and guidance documents on civil-military coordination.

Accountability to affected populations through enhanced community engagement

From 2019 to 2021 humanitarian partners will give utmost priority to ensuring that affected populations are the central drivers of humanitarian efforts, and that there are strengthened collective efforts for accountability towards affected populations through enhanced community engagement. Building on lessons learned and progress in 2018, the HCT has developed the Community Engagement Strategy for north-east Nigeria to improve the effectiveness and accountability of the humanitarian response, by repositioning conflict-affected women, children and men at the centre of decisions informing humanitarian response. Guided by Inter-Agency Standing Committee commitments on accountability to affected populations, humanitarian actors will work to ensure affected communities are consulted and have ownership over the humanitarian response and that the capacities of the communities are themselves mobilized and reinforced for long-term impact. As a result the effectiveness of the response will be enhanced; community perceptions of aid workers and the response will be reality-based; and community engagement will be carried out in a coordinated and systematic fashion. These objectives will be achieved through improved communication and two-way information sharing, improved integration of community feedback into the response, and more meaningful participation.

Nearly 22 per cent of populations surveyed in Borno State in 2018 reported that the aid received was not appropriate to meet their needs. Over 32 per cent of female-headed households surveyed in Borno State reported that they experienced serious abuse (exploitation, assault, sexual violence) by aid workers when receiving assistance.³⁹

Predictable Financing

Under the multi-year strategy, efforts will be made to ensure that funding reaches affected populations more rapidly and that aid provision better addresses long-term needs and reduces vulnerabilities and risks. A three-year planning horizon and timely project inception, combined with longer implementation periods where possible, will support better-quality programming and accountability to affected populations. It will also allow for improved capacity building of national counterparts. In the spirit of commitments and outcomes of the World Humanitarian Summit and the NWOW, the humanitarian community will advocate with donors to support this strategy through multi-year commitments. This will lead to improved predictability of funding streams and will ultimately enable humanitarian partners to work towards the vision spelled out in this strategy. Further, to address the drivers

of chronic humanitarian needs, funding for development and early recovery programming needs to be increased, including through a broad range of flexible financing options.

Strategic use of the Nigeria Humanitarian Fund

Under the leadership of the Humanitarian Coordinator, the Nigeria Humanitarian Fund (NHF) will continue to support the timely allocation and disbursement of donor resources to mitigate any gaps in addressing the most critical humanitarian needs defined in the multi-year plan. The NHF will enable principled, prioritized life-saving assistance, promote synergies and multi-sectoral responses, and help to expand assistance in inaccessible areas through front-line responders and enabling activities. The NHF strives towards more predictable funding streams and endeavors to align its allocation strategy with the plan. It is committed to funding 15 per cent of the overall financial requirement of the plan, including funding projects that aim to address long-term needs, increase resilience and reduce vulnerabilities and risks.

In support of policy commitments and outcomes of the World Humanitarian Summit, the NHF also continues to incentivize further inclusion of national partners to promote sustainability of programming. Further, the 2018 launch of the NHF-Private Sector Initiative – the first of its kind globally – aims to leverage the Nigerian private sector in support of mobilizing additional resources for the humanitarian response. This initiative is a first in the world for humanitarian action and a major innovation that will serve as a blueprint for other Country-based Pooled Funds.

Localization of aid

The humanitarian response in north-east Nigeria is led by the Government of Nigeria, in accordance with United Nations General Assembly resolutions, with the international community working to reinforce and fill any gaps in support of Government-led efforts. In line with this and commitments made at the World Humanitarian Summit, the humanitarian community in Nigeria continues to strengthen the role of government counterparts and other local actors, including civil society and the private sector, in the response. Capacity building for national partners and government counterparts will further strengthen national response mechanisms, enable better management of crises, ensure sustainability of response activities, and help address root causes of the humanitarian crisis. Given Nigeria's skilled and educated workforce, there are significant opportunities for harnessing the potential of existing capacities, including women and affected communities.

Over 97 per cent of populations surveyed in Borno State reported that they received assistance from international humanitarian actors.³⁹

Investment in local capacities, infrastructure and services will support sustainability for the duration of this strategy.

Building on the positive experiences of 2018, which saw a rise in partnerships between international and national responders (including through financing mechanisms such as the NHF) and increased collaboration with the private sector, partners will continue to increase investments in the institutional capacities of local and national responders. Prioritizing effectiveness, transparency and accountability in the delivery of assistance in north-east Nigeria remains a key commitment in the multi-year strategy and the humanitarian response. The operating environment, however, remains challenging, for instance, with risk of diversions and fraud. For the coming three years, humanitarian partners will work with government counterparts and local actors to strengthen local capacities, in particular regarding accountability systems and tools, including risk management systems, that ensure greater efficiency and accountable spending of resources.

Planning Assumptions

Conflict and political dynamics

Without a political solution to the crisis in north-east Nigeria, the conflict is likely to continue in coming years. Ongoing hostilities will result in new displacements, namely with civilians continuing to flee inaccessible areas in Borno State, while a rise of inter-communal violence in Adamawa State will also likely trigger further population displacement. Overall, the number of IDPs is likely to further increase, with the majority of IDPs fleeing into main population centres and urban areas that are secured by the Nigerian Armed Forces.

The presidential, parliamentary and governor elections in February 2019 will also likely have significant impacts on the operational environment at federal, state and LGA levels. It can be assumed that humanitarian aid is at risk of becoming politicized, while the north-east will also see periods of uncertainty with regard to the security situation. With insecurity will also come restricted humanitarian access. Based on experiences in 2018, there will likely be continued efforts to scale up rehabilitation, reconstruction and development activities in north-east Nigeria, with pressure on displaced populations to return to their LGAs of origin despite ongoing hostilities and a lack of infrastructure, basic services, or

presence of civilian administration. Similarly, it can be assumed that pressure will increase for the 225,000⁴⁰ Nigerian refugees remaining in Cameroon, Chad and Niger to also return to the north-east.

Seasonality

Seasonal dynamics will continue to require special attention in the coming three years, including with the development of context-specific contingency plans, mobilization of resources for specific periods of time, and other elements including pre-positioning of relief items. During the rainy season from May through October (which concurs with the lean season period from July to October), humanitarians have limited physical access, camps are at risk of flooding, while shelters and educational and health facilities become damaged. Hygiene and sanitation become challenging and there is a high risk of contamination of water, adding to the risk of water-borne diseases. During the lean season period (July to October), there is also higher food insecurity and malnutrition as people who have access to land await the harvest in October. In terms of conflict dynamics, the rainy season – when roads and bridges become impassable – is generally accompanied by a reduction in military operations and clashes between armed actors, while the dry season is likely to see the start of fresh military offensives. In 2018, however, major operations and offensives took place in areas across Borno and Yobe states extending throughout the rainy season – a dynamic that is different from previous years. This can also be expected in coming years.

International support

While the international community's commitment to the people of Nigeria may remain high in the coming three years, it will become increasingly challenging to attract the generous level of international donor funding that the humanitarian response experienced in 2018, 2017 and 2016. As such, the response structure must adapt its tools and processes to the local context and work closely with the Government while also leveraging the Nigerian private sector through the NHF-Private Sector Initiative to mobilizing additional resources for the humanitarian response.

Cash Transfer Programming - continued scale-up

The use of cash and vouchers for humanitarian assistance has grown steadily in the north-east since 2016. Between 2017 and 2018, the number of sectors with Cash Transfer Programming (CTP) doubled to include Education, Health, Shelter/NFIs, WASH, Nutrition, Early Recovery, Protection and Food Security.

In 2018, the Cash Working Group (CWG) supported various assessments including the Joint Cash Feasibility Assessment (Feb) and the Multi-Sectoral Needs Assessment (Aug) to examine the potential for scaling up CTP. Key findings indicated that cash assistance would grow, remaining a significant component of the humanitarian response in 2019 across sectors. The aim of CTP is to ensure that vulnerable beneficiaries receive a wide range of basic needs and services and to link them to early recovery efforts to support durable solutions.

In 2019, the focus of humanitarian actors involved in CTP will be on the following priorities:

- i) ensure CTP is integrated into the humanitarian coordination mechanism;
- ii) support the scaling up of appropriate cash-based interventions, including sectoral CTP and Multi-Purpose Cash Grants (MPCGs);
- iii) strengthen government ownership, leadership and capacity; and iv) strengthen coordination with development actors and the private sector.

CWG as a sub-working group to the ISWG will integrate CTP into all the coordination platforms including government-led humanitarian coordination forums both at national and state levels, donor briefing mechanisms, and IASC forums.

With the increasing uptake of CTP by the sectors in 2019, the CWG will provide technical support to the sectors to strengthen evidence-based programming, promote harmonization of tools and approaches, share best practices, and mainstream protection across CTP.

The CWG will continue to jointly carry out market and cash feasibility assessments and comparative analysis to support evidence-based decisions about the most appropriate transfer modalities among cash, vouchers, in-kind and hybrid options.

The CWG will continue to work with the sectors to ensure better reporting of CTP activities by developing cash indicators and cash friendly 5Ws that separate cash and vouchers. In addition, the CWG will collaborate with the sectors, REACH, FEWS NET and WFP/Vulnerability Analysis and Mapping (VAM) to harmonize price monitoring tools and monitor prices of items in both sectoral and multi-sectoral Minimum Expenditure Baskets (MEBs). The CWG will carry out financial service provider mapping to improve access to their services under the legal agreements established by CWG members.

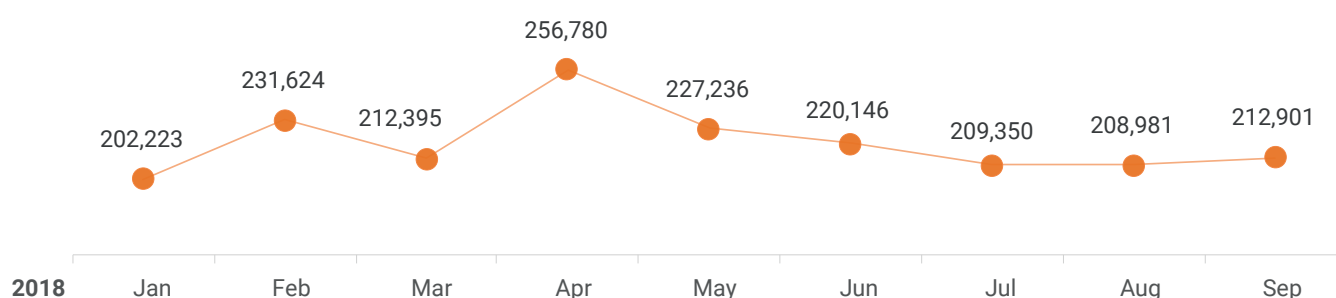
The CWG will support a pilot of the delivery of MPCGs, through a collaborative approach in four LGAs that entails using a common framework and harmonized tools (such as the MEB), transfer value calculation, price monitoring and post distribution monitoring.

In 2019, the CWG will increase its engagement with relevant government partners such as the National Social Investment Office (NSIO), National Office for Cash Transfers (NOCT), National/State Emergency Management Agencies (N/SEMA), and the Victim Support Fund (VSF). The CWG will support government institutions in mapping humanitarian cash transfers and social protection programs in order to promote the humanitarian-development nexus.

2018 CASH ACTIVITIES BENEFICIARIES



256,780
households reached



OPERATIONAL

CAPACITY

In 2018, the operational capacity to respond to new and emerging crises continued to strengthen and consolidate across Borno, Adamawa and Yobe states. In 2019, 69 national and international partners (compared to 60 partners in 2018) will implement projects in the three states with funding sought through the Humanitarian Response Plan. In the coming year, efforts will be made to expand partner coverage.

Humanitarian partners continue to work in close collaboration with federal and state ministries, departments and agencies, including the Office of the Vice President, the Ministry of Budget and National Planning (MoBNP), the National Emergency Management Agency/ State Emergency Management Agency

PARTNERS WITH ONGOING ACTIVITIES PER SECTOR

(NEMA/SEMA), the Presidential Committee on the North-East Initiative (PCNI) and line ministries functioning as part of the Inter-Ministerial Task Force (IMTF).

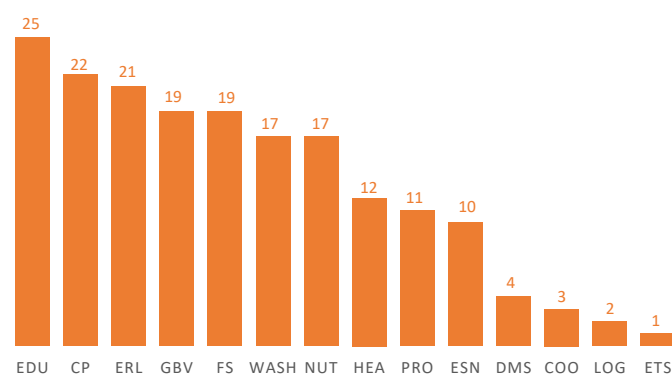
The Local Coordination Group (LCG) coordination mechanism, established in 2017, has been expanded to five additional locations and is now operational in 13 LGAs in Borno State. In 2019 this mechanism will be expanded to select LGAs in Yobe and Adamawa states.

Humanitarian hubs, which are pivotal to the response in deep field locations, are now operational in Maiduguri (Red Roof), Gwoza,

Ngala, Bama, Dikwa, Damasak, Banki and Monguno. A hub in Rann is also under construction. UNDSS ensures the security and safety of humanitarian staff and assets. The Emergency Telecommunication sector provides emergency communication services and the Logistics sector provides storage space for humanitarian goods across hub locations. The UN Humanitarian Service continues to facilitate the delivery of life-saving assistance to remote areas through fixed-wing flights (between Abuja and Maiduguri) and helicopter services to 12 locations in Borno State. Three additional hubs are being planned for 2019.

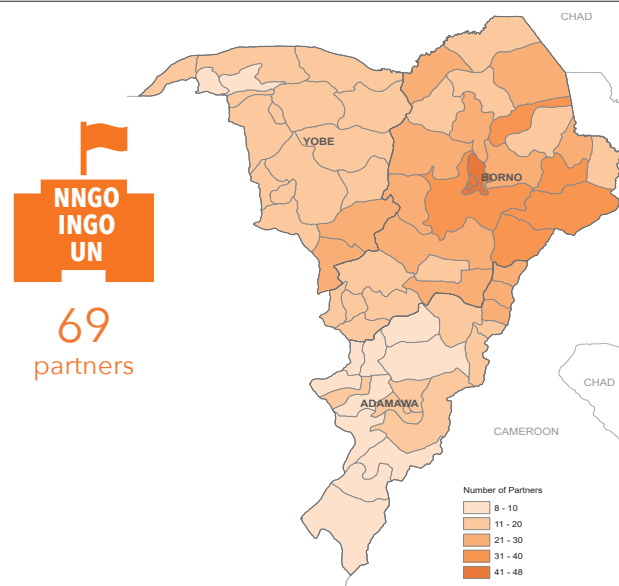
In 2018, humanitarian partners focused on boosting the permanent presence of humanitarian partners at LGA level to allow for better oversight and management of the response operations. However, the deployment of senior staff to LGAs remains an ongoing challenge. Strengthened partnerships with national NGOs and/or community-based organisations will also be a priority in 2019 to ensure the localisation of the humanitarian response.

HRP PARTNERS PER SECTOR



FS: Food security; PRO: Protection; HEA: Health; NUT: Nutrition; ESN: Emergency shelter and non-food items; EDU: Education; WASH: Water, Sanitation and Hygiene; LOG: Logistics; ERL: Early recovery and livelihoods; DMS: Displacement management systems; COO: Coordination and support services; ETS: Emergency telecommunications.

NUMBER OF PARTNERS PARTICIPATING IN THE HRP



HUMANITARIAN

ACCESS

In 2018, access to people in need in Borno, Adamawa and Yobe states remained largely unchanged with no significant improvements. Humanitarian partners⁴¹ continued to face a constrained and challenging environment.

The HCT estimates that 87 per cent of the target population (6.2 million people) can be reached with assistance, while an estimated 823,000 people remain hard to reach by humanitarian actors. Active hostilities, threats of attacks by armed groups and restrictions of movements to remote areas remain key access constraints to reach all people in need. The same factors prevent affected people from freely moving into and out of major centres where humanitarian aid is being provided. Passage of humanitarian relief has been denied, despite some requests by humanitarian partners to access inaccessible areas to independently assess humanitarian needs. The lack of safety assurances from NSAGs for humanitarian operations and aid workers in locations where the Nigerian Armed Forces are not present also prevents aid workers from thoroughly assessing and assisting the civilian population. As such, humanitarian partners experience a very restrictive and insecure environment defined by access denials, restrictions or blockage of humanitarian aid into inaccessible areas.

In order to ensure the provision of life-saving humanitarian assistance in militarized towns and camp settings, humanitarian partners in some cases concede, as a last resort, to co-location inside military bases and the frequent use of military assets and armed escorts. These dynamics blur the lines between humanitarian partners, the Nigerian Armed Forces and the Civilian Joint Task Force (CJTF), and ultimately impact perceptions and the realities of a principled humanitarian response. The killing and abduction of aid workers in 2018 left the humanitarian community increasingly concerned about these perceptions and proximity to the military. The execution of two aid workers by NSAGs in September and October, in addition to four others killed and a total of four abducted⁴² have resulted in global condemnation and calls for the immediate release of the remaining hostages. It has also underscored the increased level of risk and threats to aid workers in the north-east, and especially in Borno State, and the inevitable consequences on the humanitarian community's ability to stay and deliver, especially as humanitarian partners were forced to relocate or decided to withdraw their personnel on several occasions.

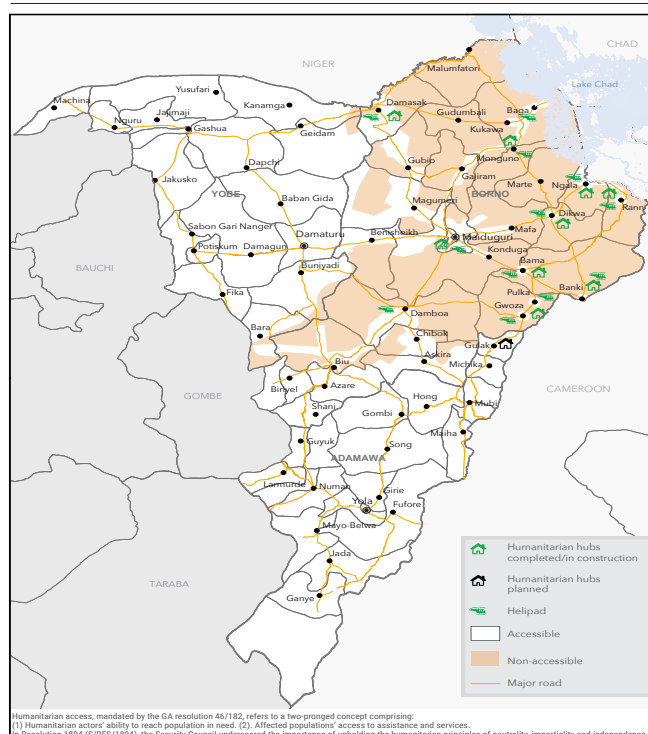
In addition to the humanitarian access challenges described above, there are significant bureaucratic impediments that continue to restrict the humanitarian response, especially for international NGOs. This includes barriers to the importation of life-saving drugs and other humanitarian goods, legal

ambiguity and delays in INGO registration, and high costs and delays in obtaining visas for international staff.

Physical access constraints, especially in northern Borno State during the rainy season, pose an additional challenge to serving populations with humanitarian aid in a timely and efficient manner. Several towns are cut off from the main routes during the rainy season. Further, the presence of explosive remnants of war and IEDs planted along major routes, targeting military convoys, remain a challenge.

The HCT endorsed an Access Strategy in April 2018 that outlines short, medium, medium-long and long-term goals which will enable the humanitarian community to enhance negotiations with key access influencers and to increase humanitarian access to people in inaccessible areas. The access strategy aims to provide principled alternatives to the current use of military assets and escorts and to enable access negotiations in a transparent manner and in accordance with humanitarian principles and international humanitarian law.

HUMANITARIAN ACCESS FOR UN AND INGOs



Source: Access Working Group, DTM. Date: 5 Dec 2018

RESPONSE

MONITORING

Humanitarian partners will continue to regularly monitor and analyse the humanitarian situation and the ongoing response in a transparent and accountable manner to ensure that personnel, supplies and services are prioritized to areas of highest needs.

Response monitoring intends to determine the progress of HRP implementation and accomplishments and, more importantly, assess the constraints and challenges that require immediate action or adjustments to guarantee appropriateness of response and assistance to affected people.

Under the leadership of the Government of Nigeria, the HCT and ISWG will regularly analyse the humanitarian response to track progress towards the HRP's three strategic objectives and to ensure that resources are channelled in a principled manner according to highest and most urgent needs.

A monthly Humanitarian Dashboard will be compiled based on inputs to the online Response, Planning and Monitoring (RPM) platform, who is doing what, where, when and for whom (5W) and used to update operational partners, policy makers and donors on progress against sector-level targets against key performance indicators.

A monthly inter-sectoral Humanitarian Situation Update will also report on key indicators and include information on operational challenges faced and any changes in the humanitarian context. A Periodic Monitoring Report (PMR), covering all sector objectives, indicators and targets, will be produced every six months.

Monitoring will integrate gender, age and protection lenses, ensuring that it captures and tracks access and participation, as well as who has been able to access assistance and/or effectively participate in programmes (girls, women, boys and men).

Given that limited progress on indicators relates to external factors including the ongoing conflict, humanitarians will undertake additional situational analysis on a regular basis and share key contextual updates with national and local authorities, ISWG and the HCT. This will enable the ISWG's adjustments in operational strategies and activities, including response locations and joint decision-making on a needs-based use of common assets and supplies.

HUMANITARIAN PROGRAMME CYCLE TIMELINE

	JAN 2018	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2019
Humanitarian Dashboard	●	●	●	●	●	●	●	●	●	●	●	●	●
Humanitarian Situation Update	●	●	●	●	●	●	●	●	●	●	●	●	●
Periodic Monitoring Report							●						●
HNO/HRP									●		●		

SUMMARY OF

NEEDS, TARGETS AND REQUIREMENTS 2019

PEOPLE IN NEED



7.1M

PEOPLE TARGETED



6.2M

REQUIREMENTS (US\$)



848M

The number of people estimated to be in need of humanitarian assistance has dropped by eight per cent compared to 2018, from 7.7 million to 7.1 million. The reduced number of people in need is attributed to improved provision of humanitarian assistance, in particular with regard to food security.

The number of people who will be targeted for assistance has increased from last year, from 6.1 million to 6.2 million. Although the Food Security, Nutrition and Education sectors significantly reduced their targets, the Early Recovery and Protection sectors have increased.

Financial requirements have decreased 19 per cent, from \$1.05 billion to \$848 million, reflecting a sharper and more focused approach to the humanitarian response by sectors, and taking into account additional funds for north-east Nigeria outside of the humanitarian sphere, such as those pledged at the High Level Conference on the Lake Chad Region in September 2018 and international financial institution monies that have been or are due to be disbursed.

SECTOR	PEOPLE IN NEED (in million)	TOTAL PEOPLE TARGETED	BREAKDOWN OF PEOPLE TARGETED (in million)				BY SEX AND AGE		FUNDING REQUIRED FUNDS US\$ (in million)
			IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE, MALE	% CHILDREN, ADULT, ELDERLY	
Food Security	2.7	2.7	1.2	0.7	0.7	0.2	55% 45%	56% 37%	263.6
Nutrition	2.8	2.0	0.4	0.3	1.1	0.2	71% 29%	62% 38%	106.3
Health	5.3	5.0	1.4	1.3	1.5	0.8	55% 45%	74% 20%	73.7
WASH	3.6	3.2	1.1	0.9	0.4	0.8	53% 47%	58% 37%	68.8
Shelter and NFIs	3.5	1.9	0.8	0.1	0.1	0.8	53% 47%	61% 35%	60.5
Early Recovery	5.6	4.6	1.0	1.6	1.9	-	53% 47%	57% 36%	53.7
Education	2.2	1.5	0.7	0.3	0.1	0.4	54% 46%	98% 2%	48.3
Protection	5.2	4.7	1.8	1.6	0.4	0.8	54% 46%	56% 37%	30.6
GBV	3.0	1.3	0.5	0.4	0.1	0.2	86% 14%	57% 38%	38.2
Child Protection	3.2	1.5	0.5	0.4	0.1	0.6	55% 45%	83% 17%	36.6
Logistics	-	-	-	-	-	-	-	-	28.0
DMS (CCCM)	1.3	0.3	0.8	0.1	-	0.5	54% 46%	60% 37%	19.5
Coordination	-	-	-	-	-	-	-	-	16.5
ETS	-	-	-	-	-	-	-	-	3.4
OVERALL	7.1	6.2	1.8	1.6	2.0	0.8	54% 46%	58% 37%	848

PART II: OPERATIONAL RESPONSE PLANS

-  Food security
-  Nutrition
-  Health
-  Water, sanitation and hygiene
-  Shelter and non-food items
-  Early recovery and livelihoods
-  Education
-  Protection, gender- based violence and child protection
-  Logistics
-  Displacement management systems (CCCM)
-  Coordination
-  Emergency telecommunications

PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



FOOD SECURITY OBJECTIVE 1

1 Improve the most vulnerable crisis-affected people's access to timely and appropriate food assistance, including fuel and energy related support, to meet their immediate food needs.

RELATES TO SO1 AND SO2

FOOD SECURITY OBJECTIVE 2

2 Strengthen resilience of crisis-affected people by re-establishing, improving and diversifying key agriculture livelihoods (including crop production livestock, fisheries, forestry and natural resources management)

RELATES TO SO2 AND SO3

FOOD SECURITY OBJECTIVE 3

3 Strengthen timely, coordinated and integrated food security response through approaches that enhance local capacities and collaborate with other sectoral interventions.

RELATES TO SO1, SO2 & SO3

CONTACT

Michelle Hsu
Sector Coordinator

michelle.hsu@fao.org

FOOD SECURITY

Summary of needs

Around 2.7 million people in the BAY states are projected to be food insecure and considered to be facing crisis or emergency situations (CH Phase 3 or 4)⁴³. This represents a significant improvement from 3.7 million (Nov 2017) due to the delivery of food and nutrition assistance as well as livelihoods support; improved security conditions which has allowed for farming and market activities in some locations; and favorable climatic conditions for farming. Nevertheless, the food security and nutrition situation remains extremely fragile particularly in Borno State, and IDPs state that food is their largest unmet need.

Large populations in the north-east remain dependent on humanitarian assistance to meet their food and cooking energy needs. While there has been some improvement compared to last year, access to farming/grazing land, labor market, productive assets and livelihood activities remains limited. Despite slight improvements, market and trade routes remain disrupted, restricting trade flows and activities. This is further exacerbated by route disruptions during the rainy season and by sporadic hostilities. Vulnerable people arriving from inaccessible areas are in critical need of access to nutritious foods. Significant areas also remain inaccessible to humanitarian actors, and it is likely that the needs in those areas are similar or worse than those in adjoining accessible areas.

Response plan

The Food Security Sector (FSS) will prioritize assistance to areas most affected by conflict and displacement, targeting people in crisis and emergency phases of food and nutrition insecurity (Cadre Harmonisé (CH) phases 3 to 5, though no population in Nigeria is categorized as phase 5), the majority of which are in Borno State. As new areas with emerging needs become accessible, the sector will prioritize life-saving food assistance to the most vulnerable groups. Where feasible, food assistance will be increasingly provided through cash transfers while in-kind and voucher transfers will continue to be utilized. Partners will scale up conditional assistance, such as cash-for-work/assets activities to support community asset rehabilitation, targeting people at household and community level to improve resilience and coping mechanisms. When possible, emergency agriculture inputs/asset assistance will be linked to medium/long-term agricultural projects in stable areas to enhance recovery of agriculture livelihoods (including crop production, livestock, fisheries, forestry and natural resources management), contributing to the HDN.

Partners will provide first-line emergency food assistance to people on the move, including people who newly arrive from inaccessible areas. Depending on the location, the modalities of addressing the food needs of new arrivals will vary. For those who are vulnerable and unable to cook, the FSS will support partners to provide wet feeding support; while in most locations, new arrivals who are able to cook for themselves will be encouraged to



BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	2.7	1.2	0.7	0.7	0.2	55% 45%	56% 37%
People targeted	2.7	1.2	0.7	0.7	0.2	55% 45%	56% 37%
Financial requirements	263.3 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

prepare their own food with support from partners. Once these same families are settled, they will be supported with monthly food assistance through the most appropriate modality. Initially, assistance is provided to all newly arrived families in order to meet the urgent needs without delay. In areas where displacement is protracted, the FSS will advocate for livelihood support to the communities. When possible, food assistance will be synchronized with livelihood input distribution. The transition from food assistance will be gradual to ensure their immediate food needs are met and mitigate any possibility of resorting to negative coping strategies. Assistance will be carefully coordinated with government distributions, to ensure food assistance is complementary and fills gaps. The FSS will ensure sufficient food supplies are pre-positioned in key locations to immediately respond to any population displacements.

Where security, safe access to land and civilians' freedom of movement allow, increasing agriculture and livelihood activities will complement food assistance to support access to productive assets and income generating activities. Food security and livelihoods programming will continue in parallel of the emergency phase to enhance rural and urban livelihoods to build self-reliance. Where appropriate, scaling up early recovery and resilience-based programmes will foster long-term self-sufficiency. Through an integrated approach to analyzing and addressing food security, integrated, multi-sectoral interventions will be encouraged: for example, nutrition-sensitive livelihood activities to enhance dietary diversification and nutrient intake, which are also highlighted in the Government's Agricultural Sector Food Security and Nutrition Strategy 2016–2025. Increasing Safe Access to Fuel and Energy (SAFE) programming will help address immediate food utilization needs, maximize nutrition intake, and minimize protection risks, health impacts and environmental hazards. The FSS, led by the Ministry of Agriculture and Rural Development, will continue to work closely with the federal and state authorities to support the effectiveness of local capacities in food security response, as outlined in the ongoing collaboration with the state-level Agriculture Development Programmes (ADPs) and their extension services.

In areas with improved stability and safety, partners will continue to work to re-establish and protect livelihoods assets together with the vulnerable and food insecure households, including female-headed households and youth, through cash-for-work/food for assets schemes that will integrate protection considerations and strengthen resilience in the communities. Basic inputs/assets for agricultural/livestock/fishery production (such as crop and vegetable seeds, farming tools, fertilizer, laying hens, small ruminants, animal feed, and fishing kits) will be provided to IDPs and returnees who have settled and have unhindered access to land and water sources for families to safely produce their own food. Community-based productive assets and agriculture infrastructure (including irrigation systems, water supply structures, post-harvest handling and processing structures, and tree nurseries) will be rehabilitated and enhanced to support agriculture production. Target communities, such as farmers' groups of

both men and women, will receive support from agriculture extension services and other specialized institutions to enhance their capacity through trainings in agriculture-based business entrepreneurship and marketing, climate smart agriculture, value addition, post-harvest handling and processing, as well as natural resource management among others. Where possible, livelihood and resilience interventions will be integrated with nutrition activities to ensure enhanced resilience against potential future shocks.

While improved data collection and analysis has led to better understanding of people in need, the food security and nutrition status of affected people will be closely monitored throughout the year. The sector will work to enhance collection of sex and age disaggregated data as well as protection risk analysis of food security and livelihood interventions. Within the fluid context, in addition to periodic assessments, emphasis will be placed on conducting post-distribution monitoring and end of project evaluation to ensure that scarce resources reach the most vulnerable, complementing government interventions where possible, and preventing duplication of efforts. The sector will continue to support the CH process, joint food security and nutrition assessments with a special focus on inaccessible areas, livelihood and market assessments, as well as market price monitoring exercises to guide the prioritization of areas of assistance, harmonization of assistance packages, and ensure that the most appropriate type of assistance is provided and the most appropriate modality (cash, voucher, in-kind, and/or mixed/multi-modality) is used.

Strong coordination with all sector partners as well as with other sectors and stakeholders, led by the Government of Nigeria, will further strengthen an integrated, multi-sectoral food security response informed by contingency planning. This will include: continuation of existing sector taskforces for agriculture and livelihoods, harmonization of standards and targeting; strengthening collaboration with the Protection, Nutrition, WASH, Camp Coordination and Camp Management sectors, as well as the Cash Working Group and development partners for joint responses and advocacy that address the underlying factors of food insecurity.

The FSS, as a forum with active participation of local organizations, will build the capacity of and strengthen partnerships with local institutions and NGOs. Capacity strengthening of local organizations, with an emphasis on the involvement and empowerment of women and youth, will be prioritized. Sector partners will provide technical assistance to federal/local stakeholders, including the Government of Nigeria, to improve collaboration on needs identification and assistance delivery.

Centrality of protection

The sector, through its SAFE Working Group, will continue to strengthen programmes for reducing the vulnerability, especially of women and girls, to gender-based violence and other protection risks associated with lack of access to fuel-efficient technologies. This will be addressed through

the provision of fuel-efficient cook stoves, briquetting of agricultural/organic waste, solar energy, while promoting sustainable livelihoods and environmental protection (including through community-led tree nurseries and wood fuel management in combination of environmental friendly income generating activities). The multifaceted nature of the SAFE approach, considering both energy supply and demand, responds to beneficiaries' immediate energy needs, and contributes to their long-term food security and sustainable livelihoods.

Sector partners will continue to work together to ensure protection is integrated into food security interventions and appropriate measures are in place to mitigate protection risks. During distributions, such measures will include, for example, joint food security and protection monitoring, ensuring availability of weather-appropriate waiting areas at distribution sites, and prioritization of pregnant and lactating women, elderly and people with disabilities. Protection measures will also include joint analysis and advocacy regarding the impact of restrictions on civilians' freedom of movement on food security. More attention will be given to housing, land, and property rights to support returnees (both men and women) to access their land without discrimination, and provision of conflict sensitive livelihood support that promotes peaceful co-existence. Partners will continue supporting micro-/backyard gardening, which aims to enhance dietary diversification and nutrition as well as income generation, and respond to the challenges of congested in-camp settings, restrictions on civilians' freedom of movement, and limited safe access to farmland, especially for women and girls. Enhancing the food security and self-reliance of affected populations will also contribute to reducing the pressures leading households to resort to negative coping mechanisms, including child marriage and child labor, and risks of sexual exploitation and abuse.

The sector will also continue working closely with partners and camp management to monitor beneficiaries' feedback and complaints, share information and conduct community consultations, ensuring adequate accountability to affected populations (AAP). Periodic training on AAP, protection, gender, PSEA and GBV prevention/response, including referral, will be conducted. The sector will support the inter-agency coordination mechanism for PSEA to respond to relevant complaints and scale up sensitization efforts on PSEA and related referral pathways.

The humanitarian-development nexus

The Nigeria Economic Recovery and Growth Plan 2017-2020 emphasizes agriculture and food security as one of the

priorities. Under the leadership of the Ministry of Agriculture and Rural Development at both federal and Adamawa, Borno and Yobe states' level, sector partners will work closely with national and international institutions such as the ADPs, PCNI, NEMA, SEMA, and various development actors to identify and advocate for opportunities for the continuation of food security and livelihoods programming to strengthen resilience and sustainable development. It is necessary for humanitarian assistance to continue, at the same time, shifting towards livelihoods strengthening when the conditions allow, and providing technical assistance to authorities to reinforce the Government's social protection floors, including the National Social Investment Programme, which is focused on job creation, home-grown school feeding and conditional cash transfers to the vulnerable.

In line with the UN sustainable development partnership framework (UNSDF), and built on ongoing twin-track food/livelihoods assistance programme as well as leverage of existing early recovery and reconstruction initiatives, it is critical to address the underlying causes of the protracted crisis by further integrating humanitarian and development assistance and improving disaster risk reduction/management. The FSS, particularly through its Agriculture and Livelihood Task Force, will support partnerships that encourage joint analysis framework and programming, improve natural resource management, address challenges related to climate change; strengthen early warning system, promote forecast-based financing; enhance business literacy and value chains, and learn from other countries' best practices that go beyond asset creation.

To restore supply and demand markets and link humanitarian response with recovery and long-term development, in addition to the creation of alternative livelihood opportunities, improving freedom of movement of the civilian population is key for long-term food security and large-scale resumption of livelihoods. In line with the HCT Access Strategy and in collaboration with the Protection sector and other actors, the FSS will continue to advocate for expansion of the perimeters of the government-controlled areas and for clearing land contaminated with explosive hazards to enable civilians' safe passage so that IDPs, returnees and other affected populations can access livelihood opportunities (including fishing, grazing, farming and markets) and basic services. Security restrictions also remain a significant constraint for agricultural livelihood outreach, including movement and distribution of fertilizer. Moreover, the sector will advocate for multi-year and flexible funding for food security and livelihoods interventions, which will encourage further engagement with and capacity building of local partners, while ensuring that food and nutrition gains made through emergency assistance are sustained.

PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



NUTRITION OBJECTIVE 1

1 Strengthen the quality and scale of preventative nutrition services for most vulnerable groups through supplementary feeding activities, appropriate infant and young child feeding practices, micronutrient supplementation and optimal maternal nutrition.

RELATES TO SO1

NUTRITION OBJECTIVE 2

2 Improve access to quality curative nutrition services through the most appropriate modalities, systematic identification, referral, and treatment of acutely malnourished cases in collaboration with the health sector to enhance sustainability.

RELATES TO SO AND SO2

NUTRITION OBJECTIVE 3

3 Reinforce appropriate coordination with other sectors and strengthen situation monitoring by undertaking joint assessments and analysis, while strengthening integrated response that mainstreams protection.

RELATES TO SO3

CONTACT

Simon Karanja
skaranja@unicef.org

NUTRITION

Summary of needs

Malnutrition remains a public health concern in the north-east, exacerbated by the conflict and pre-existing conditions of malnutrition. Acute malnutrition in the north-east is among the leading causes of death for children under five, whether directly or indirectly. It is estimated that over one million children aged 6-59 across the BAY states are undernourished, with 367,000 with Severe Acute Malnutrition (SAM) and 727,000 with Moderate Acute Malnutrition (MAM). This represents a reduction in the prevalence of SAM cases from 439,000 in 2018 following sustained scale-up of services. However, the number of MAM cases has drastically increased from 502,000 to 723,000 cases in comparison to last year.

The nutrition situation has further been exacerbated by protection concerns related to new displacement as a result of ongoing military operations and disease outbreaks, such as cholera. In 2018, 18 LGAs were affected by a cholera outbreak, with 4,250 cases reported⁴⁴.

Micronutrient deficiencies have been further worsened by the conflict while they were already prevalent in the north-east, with stunting at 52.4⁴⁵: one in every two children below 5 years are shorter for their age. If untreated, this could impact child and brain development as well as learning capacities, further exacerbating the already existing burden of malnutrition in the country.

Response plan

Malnutrition continues to be driven by several inter-related factors, which underscores the need for an integrated response that includes preparedness, the prevention and treatment of acute malnutrition, the control of micronutrient deficiency, protection, and the promotion of optimal infant and young child feeding (IYCF) practices. Based on this, and on the need to diversify the response package according to the unique needs of each LGA, the following priorities have been identified:

- Nutrition actions will incorporate monitoring, preparedness, prevention and curative services, which will be delivered as a package.
- Focus on sustaining the timeliness, scale and quality of all nutrition response packages while strengthening collaboration, coordination and complementarity among partners, and consistent engagement with communities affected by the crises.
- Close collaboration with health, WASH, food security/livelihoods and other relevant sectors to comprehensively address immediate and underlying causes of malnutrition in an integrated manner while exploring the use of multipurpose cash to improve the nutrition outcome.
- Focus on the transfer of knowledge and skills to the Government, communities and local partners to address life-saving needs and build resilience at community level.

BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	2.8	0.5	0.4	1.6	0.2	72% 28%	61% 39%
People targeted	2.0	0.4	0.3	1.1	0.2	71% 29%	62% 38%
Financial requirements	106.3 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	



- Deliver quality nutrition services in line with nationally endorsed guidelines and/or international standards, and review or support the development of national guidelines and protocols when necessary, to enhance the continuum of care.
- Enhance joint situation monitoring and analysis while respecting national reporting and monitoring formats and deadlines. This will be done through enhanced deployment of staff in deep field locations and increased frequency of monitoring visits, especially for new initiatives.

Acute needs

Life-saving nutrition assistance, including the treatment of acute malnutrition, will be prioritized in areas with a high incidence of violence and attacks on civilians, and areas with a high presence of displaced populations (IDPs and returnees), including Bama, Dikwa, Gubio, Gwoza, Mafa, Mobbar and Ngala. The nutrition response will incorporate both curative and preventative services, to be delivered by humanitarian partners and state agencies when possible. Screening of new arrivals and monitoring of needs in inaccessible areas will be prioritized. Sector partners will also increase their presence in deep field locations in camps and settlements.

Mobile services and outreach will complement services provided in functioning health facilities. Treatment of complicated SAM cases will be established in prioritized areas where referral pathways have been dysfunctional, including Nganzai, Chibok, Gubio and Kukawa LGAs (Borno State). Routine monitoring through hot spot surveillance will complement existing screening and treatment of new arrivals and ensure linkages with general food distribution for affected households.

Moderate needs

In locations with limited presence of IDPs and returnees, and relative accessibility, including LGAs in southern Yobe and southern Borno states, life-saving interventions will be complemented by development initiatives. Efforts will be made to build the capacities of local authorities and actors to sustain the nutrition response and preparedness planning. Advocacy on multi-purpose cash will be sustained in collaboration with other sectors by linking up nutrition skills and other vocational skills.

Chronic needs

Structural challenges have been identified in most LGAs in Adamawa State including Gombi, Hong, Madagali, Maiha, Mubi North, Mubi South, and some LGAs in Yobe States including Gujba, Machina, Yunusari, Bursari, Damaturu, Geidam and Gulani. These challenges should be addressed by more sustainable interventions. In those areas, the sector

will work towards developing the capacities of the Nigerian authorities and local actors to steadily lead and manage different components of the nutrition response and ensure that nutrition services are embedded in existing health services.

The sector will continue to work closely with national and state authorities and development actors, such as the World Bank and other international financial institutions, to establish or sustain preparedness capacity for emergency response, to provide supplies and anthropometric equipment, including micronutrient powders, and to also provide technical support in monitoring and situation analysis.

Centrality of protection

Protection will be mainstreamed in all Nutrition sector responses. Guidance on mainstreaming protection into nutrition programming will be shared with all partners and a protection risk analysis promoted. In terms of concrete activities, partners will, for instance, operate daily services to reduce waiting time at the nutrition centres and introduce specific measures to mitigate any identified protection risks. Community nutrition workers and front line nutrition volunteers will be trained on how to identify, report and refer protection-related concerns to appropriate actors for follow-up. During nutrition assessments, questions related to protection will be systematically included and the data collected will be disaggregated by sex and age.

Nutrition sector partners will also establish feedback and complaint mechanisms to receive continuous feedback from affected populations on nutrition interventions and ensure that these “do no harm”. This engagement with communities will strengthen their say in the design and delivery of nutrition programs while also identifying any unintended consequences in terms of protection risk.

The humanitarian-development nexus

Multi-sectoral analysis, including multi-sector needs assessments, displacement tracking and the joint food and nutrition analysis framework, have laid the groundwork for a prioritization approach, including a mapping of needs, capacity and funding priorities, and identification of geographic areas where nexus activities could be appropriate in southern Adamawa and central Yobe states. The sector will also advocate for more flexible humanitarian financing, including longer term and multi-year allocations for nutritional interventions. This will enable transfer of knowledge and skills to local NGOs and strengthen engagement of the community in joint analysis and planning.

PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



HEALTH OBJECTIVE 1

1 To provide life-saving and life-sustaining humanitarian health assistance to affected IDPs, returnees and remaining population
RELATES TO SO1 AND SO2

HEALTH OBJECTIVE 2

2 To establish, expand and strengthen the communicable disease surveillance, outbreak prevention, control and response
RELATES TO SO1, SO2 AND SO3

HEALTH OBJECTIVE 3

3 To strengthen health sector coordination, information management, health system restoration and strengthening linkages through humanitarian-development nexus, with an emphasis on enhancing protection and enhancing access to health care services
RELATES TO SO1, SO2 AND SO3

CONTACT

Muhammad Shafiq
Sector Coordinator
shafiqm@who.int

HEALTH

Summary of needs

In north-east Nigeria, 5.3 million people need life-saving and essential health care services. The crisis has had a major impact on the health care system. Two thirds of health facilities in Borno, Adamawa and Yobe states have been damaged while those that are functioning are short of staff, and lack safe water, basic drugs and equipment. In inaccessible and newly accessible areas, communities face serious challenges in accessing health services due to various reasons, including lack of medical staff, unavailability of drugs and supplies, security barriers, transportation issues and damaged/destroyed health facilities. Critical gaps also remain in functional primary and secondary health services. Other common challenges in accessing health services are related to high direct and indirect costs, including the price of quality medicine. Freedom of movement, for both patients and health care providers, is often curtailed by general insecurity as well as by specific restrictions, including for IDPs to move in and out of IDP camps.

The north-east remains highly endemic for diarrheal diseases due to seasonal patterns, lack of access to potable water and sanitation infrastructure, and vulnerabilities as a result of continuous displacement and low access to essential health care. New influxes of IDPs, refugees and returnees into overcrowded and under-serviced camps and settlements also exacerbate the risk of disease outbreaks.

Affected populations, particularly women and children, are increasingly susceptible to disease outbreaks, especially cholera. GBV

is also widespread in the region, amplified both by the conflict, in which sexual violence is rampant, and by the conditions in IDP camps and informal settlements, including inadequate WASH facilities, lack of safe access to firewood, and restrictions on freedom of movement in and out of camps. Mental health and psychosocial (MHPSS) services are also limited in many areas while specialized psychiatric treatment services are only available at the Federal Neuro-Psychiatric Hospital in Maiduguri.

Response plan

The Health sector response strategy will focus on providing humanitarian life-saving and life-sustaining health services to the most vulnerable populations.

The Health and Nutrition sectors will continue to implement an integrated response to prevent and mitigate malnutrition, through active detection, referral to appropriate services (out and in-patient facilities) and capacity building of health workers to manage Severe Acute Malnutrition (SAM) cases with medical complications.

Health sector partners will continue to support national immunization and vaccination campaigns for Vaccine Preventable Diseases (VPD) as well as supplementary and/or reactive vaccination activities (including measles, cholera, meningitis and hepatitis) in IDP camps and high-risk epidemic prone areas – including MMC, Jere, Bama, Pulka, Kala Balge, Ngala and Dikwa LGAs of Borno State. The sector will also work closely with

BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	5.3	1.4	1.3	1.8	0.8	55% 45%	75% 19%
People targeted	5.0	1.4	1.3	1.5	0.8	55% 45%	74% 20%
Financial requirements	73.7 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

the State Ministry of Health (SMoH) in all three states to enhance surveillance for epidemic-prone diseases including acute watery diarrhea, meningitis, viral hemorrhagic fever and poliomyelitis. Sector partners will strengthen and expand the Early Warning and Response Surveillance System (EWARS) to ensure investigation and rapid response to disease alerts, mitigating the further spread of epidemics. The disease surveillance system will be supported by comprehensive, all-hazard contingency plans and prepositioning of medicines, medical supplies, laboratory reagents and supplies, along with capacity building of the health care workforce. Based on lessons learned from 2017 and 2018, close coordination with the WASH sector will continue to prevent and mitigate the impact of disease outbreaks, especially at the LGA level and in IDP camps. Oral Cholera Vaccination (OCV) campaigns will be launched before the rainy season in epidemic-prone LGAs as identified by the epidemiological data and potential risk.

Malaria is highly endemic in the north-east, increasing the burden on health resources and elevating the risk of morbidity and mortality among the affected population, particularly children under five who will be targeted with seasonal mass chemo-prevention (SMC) during the rainy season to reduce morbidity and mortality in emergency settings⁴⁶. Furthermore, the impact of malaria will be mitigated through a combination of preventive measures (robust surveillance, indoor residual spray, using insecticide-treated nets) and effective case management.

The sector's Reproductive Health Working Group will coordinate with partners to ensure that needs, such as maternal and neonatal health, including basic emergency obstetric care, HIV and GBV-related health issues are addressed in a timely manner. It will be critical to ensure that at least 40 per cent of the 186,000 pregnant women have access to timely and quality antenatal care and delivery under skilled care. In a context characterized by limited access to health facilities and where delivery under skilled care is not possible (80 per cent of deliveries at home), the sector will ensure that clean delivery kits are distributed to avert preventable maternal deaths due to infections and lack of Basic Emergency Obstetric Care (BEMOC).

The sector will leverage on the work of the reproductive health working group in preventing mother to child transmission to address the rising HIV prevalence and limited access to care. Up to 23,391 persons in IDP camps and host communities counselled and tested for HIV, 1,608 HIV positive mothers referred for care. While 11,647 young people also accessed Syndromic STI Management. HIV counselling and testing will be expanded beyond pregnant mothers during ANC by seeking to involve male partners, antiretroviral treatment for new and chronic cases will help reduce chances of transmission while preventive messaging will be integrated into health promotion activities.

Critical gaps in mental health services will be met through the introduction of outreach services from the Federal Neuropsychiatry Hospital in Maiduguri to selected Primary Health Centres (PHC) in high priority LGAs of Borno State.

More broadly, the sector will work to strengthen mental health (psychiatric and psychosocial), trauma care, reproductive health services, rehabilitation services and referral systems, and ensure availability of essential medicines, medical supplies and equipment.

Health partners will work through the Rapid Response Mechanism (RRM) to provide an array of quick impact multi-sectoral services and supplies to populations affected by disease outbreak, natural disaster or medium to large-scale population movement (both IDPs and returnees) in areas where partners are not present or where the needs exceed existing capacities. Depending on the context and identified needs, these services will include: distribution of life-saving drugs and medical supplies; deployment of health RRM teams for outbreak risk assessment and surveillance supported by hard-to-reach teams; mobile emergency health intervention packages (including measles and polio immunization, health screening and treatment); set up of referrals system; establishment of an isolation area or Oral Rehydration Salts (ORS) point; or set-up of an emergency structure with tent, spraying and disinfection of the medical facility.

To ensure adequate health assistance, the provision of primary and secondary health care will be expanded beyond the urban areas to newly accessible areas. Different approaches for integrating Cash Transfer Programming (CTP) will be explored as an implementation modality for life-saving health responses and to address the medium to long-term needs of health system restoration. In return areas, the Health sector will adopt an LGA-based approach of supporting the SMOH and the state Primary Health Care Development Agency health care delivery system. This will include:

- Provision of needs-based incentives to staff
- Delivery of trainings
- Support for increasing the size and capacity of the health workforce
- Strengthening of partnerships with national and international NGOs
- Rehabilitation and reconstruction of damaged health facilities (including physical infrastructures, human resources and equipment/supplies)
- Provision of essential medicines, medical supplies and equipment
- Provision of outreach services
- Continued support to control transmission of VPDs

The Health sector will continue to work closely with health authorities at the federal, state and LGA levels, as well as with the WASH, Nutrition, Food Security and Livelihoods, Protection and CCCM sectors to promote a multi-sectoral approach, including joint needs assessments and preparedness plans. The Health sector will support the reinforcement of institutional and response capacity and empower health authorities and the national health workforce.

Centrality of protection

Health partners will ensure that the most vulnerable people (including those living under the poverty line) have safe and sustainable access to quality health services in health facilities and mobile clinics supported by the sector. People with specific vulnerabilities, including pregnant women, persons with disabilities, elderly and people suffering from chronic diseases, newly displaced population coming from inaccessible areas and those remaining in inaccessible areas with low or no access to basic health care will be prioritized. Survivors of rape and other GBV will be systematically referred for specialized medical services and their cases followed up. As holistic care for GBV survivors remains largely non-existent, the sector will also aim to scale up psychosocial support and services for the clinical management of rape. Ensuring the confidentiality of protection-related services will also be critical. Health workers will also be trained on available services in the GBV referral pathway to facilitate referrals.

Community feedback mechanisms will be established to enable affected populations to provide feedback on the appropriateness, safety and equity of health services. Collected data, disaggregated by sex and gender will assist the identification of gaps and protection risks, which health partners will ensure to address in a timely manner.

The protection of health care workers is also paramount. The rehabilitation and reinforcement of health facilities to provide a safe and secure environment for health-service delivery will be a strong focus in 2019.

Significant progress has been made in providing clinical management of rape survivors through 214 health workers trained on CMR and 1,087 post-rape kits distributed across the north-east and 641 GBV survivors reached with treatment within 48 hours. The sector will aim at providing more psychosocial support to survivors as a way of improving the holistic care for survivors. Training of health workers on mental health provision for survivors will help ensure services are provided on a one-stop centre basis and reduce referral and confidentiality risks for survivors thus enhancing their protection.

The humanitarian-development nexus

The Health sector, in collaboration with development partners, including the state health ministries and Ministries/Committees of Reconstruction, Rehabilitation and Resettlement, will support a comprehensive recovery strategy for the reconstruction and rehabilitation of health facilities, in line with the “Building Back Better” principle. This will involve joint analysis, planning and implementation as well as joint monitoring towards collective outcomes. Humanitarian partners will seek opportunities for integrating their interventions in existing health service delivery systems and gradual transfer to local authorities as early as possible and when appropriate. In the most fragile and security compromised settings, humanitarian interventions will predominate with temporary structure and strengthen health care service delivery structures in host communities. In more stable settings, development interventions and existing health system structures will be strengthened and expanded to respond to health needs of returnees and new IDPs. In the meantime, in the semi-accessible areas, a combination of both approaches will be considered.

The provision of appropriate training and incentive packages for health professionals will be considered in order to offer essential and uninterrupted health care services in communities. The establishment of a Humanitarian Development Nexus Technical Working Group within the Health sector in each of the BAY states will be considered to provide technical support, review possible implementation framework, and strengthen coordination between humanitarian and development partners encouraging multi-sectoral approaches and more flexible funding mechanisms. Furthermore, a platform would be envisaged, led by SMOH, with quarterly meetings between donors and state commissioners of health for the BAY states to strategically align donor funding to state priority needs. This would also be further strengthened by coordination mechanisms and platforms at the national level.

PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



WASH OBJECTIVE 1

1 Affected people have safe and equitable access to a sufficient quantity of water for domestic needs, as per sector's standard.

RELATES TO SO1 AND SO3

WASH OBJECTIVE 2

2 Affected people have safe and dignified access to improved sanitation facilities, as per sector's standards.

RELATES TO SO1, SO2 AND SO3

WASH OBJECTIVE 3

3 Affected people benefit from community tailored gender- and age-sensitive hygiene messages aiming at hygienic behavior and practices as per sector's standard.

RELATES TO SO1, SO2 AND SO3

WASH OBJECTIVE 4

4 Affected people benefit from basic gender- and age-sensitive hygiene items including top-ups as per sector's standard.

RELATES TO SO1, SO2 AND SO3

WASH OBJECTIVE 5

5 Affected children admitted for SAM treatment benefit from WASH NFIs as per sector's standard.

RELATES TO SO1 AND SO3

CONTACT

Souleymane Sow
Sector Coordinator
ssow@unicef.org

WATER, SANITATION AND HYGIENE



Summary of priorities

Ongoing and protracted displacement has created continued humanitarian needs for WASH services and placed additional pressure on already fragile WASH services and facilities, especially in 43 LGAs across Borno and Adamawa states. With congested populations in displacement sites, notably in 15 LGAs in Borno State, water-borne diseases can spread rapidly.

Spiraling cholera outbreaks have taken hold each year. In 2018, the cholera outbreak has affected 18 LGAs with a total of 4,250 cases, in addition to 1.5 million people who are considered at risk and require cholera prevention interventions.

Flooding, fierce winds and sand storms have caused substantial damage of WASH infrastructure with at least 20 per cent and 28 per cent of IDPs living in camps in Borno and Adamawa states respectively seriously affected in 2018.

New arrivals from inaccessible areas, especially women and children, are also in urgent need of WASH support. They include at least 100,000 children under five and 30,000 pregnant and lactating women across nine LGAs in Borno State and two LGAs in Yobe State.

Response plan

Sector partners will prioritize 3.2 million people, including 1.1 million IDPs, 400,000 in host communities, 900,000 returnees and 800,000 people in inaccessible areas and will

focus on implementing the following twelve priority activities:

Provision of immediate life-saving WASH facilities and services: WASH partners will work through the Rapid Response Mechanism (RRM) to provide quick impact services and supplies to affected populations (both IDPs and returnees) in areas where partners are not present or where the needs exceed existing capacities. This would include the distribution of WASH core items (jerry cans, multipurpose soap bars, reusable menstrual pads and aqua-tabs); quick impact emergency water provision via water trucking or household level water treatment; construction or rehabilitation of emergency latrines and showers and other sanitation interventions (disinfection spraying in case of outbreak); and emergency hygiene promotion.

Provision of safe water through the construction and rehabilitation of water systems: this will be carried out in camps and settlements, host communities and areas of return which are yet to reach humanitarian standards, mostly located in Borno and Yobe states. WASH partners will seek to consolidate and expand coverage to comply with international standards, including the provision of at least 15 liters of safe water per day per person.

Provision of safe water and sanitation in public institutions, through the construction and rehabilitation of WASH infrastructures: these interventions in camps and settlements, host communities and areas of return will aim to stabilize and reduce the decline in

BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	3.6	1.1	0.9	0.7	0.8	53% 47%	57% 38%
People targeted	3.2	1.1	0.9	0.4	0.8	53% 47%	58% 37%
Financial requirements	68.8 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

efficiency of existing public infrastructures, especially health and nutrition centres and schools - with a special focus during cholera outbreaks - and foster an integrated response with health, nutrition, education and early recovery sectors.

Provision of WASH NFIs or vouchers to malnourished children admitted for SAM treatment, and their caregivers: Alongside the provision of WASH services in health and nutrition centres, a tailored WASH kit or voucher including soap, aqua-tabs and water containers, will be provided along with hygiene messages to admitted children and their caregivers. This approach also incentivizes more mothers to bring their malnourished children for treatment.

Provision of sex-segregated sanitation facilities (latrines, showers and handwashing stations) in camps and settlements: WASH partners will consolidate and expand coverage to reach international standard of a maximum of 50 people/latrines and 100 people/shower. Latrines and shower blocks will be physically separated and pictorially demarcated by sex, in Hausa and Kanuri languages, with a 1:3 ratio for males to females. Each block of latrines and showers will have one compartment built for easy access and use by persons with disabilities and elderly people. Additionally, locks will be installed on latrines to allow users security and privacy.

Provision of household (HH) latrines in host communities, returns areas and long-term established IDPs communities: WASH partners will support affected families to build their own household latrines, providing pre-cast slabs and superstructure materials (wood and plastic sheeting) while households will be expected to contribute with labor and local materials. For elderly persons, persons with disabilities and other people unable to contribute labor, community-based solutions will be promoted.

Maintenance of provided WASH facilities: WASH partners will collaborate with affected communities and where necessary, trained laborers/technicians and contractors, to ensure the functioning and maintenance of installed/rehabilitated water systems (boreholes, pumps, solar panels, overhead tanks, taps and chlorination), and sanitation and hygiene facilities (including latrine desludging, fixing latrine doors/locks, and regular restocking of handwashing stations).

Safety audits: The sector will also promote regular safety audits with protection actors (including GBV) to monitor and address safety concerns related to WASH facilities in a participatory way including through community feedback mechanisms.

Garbage collection in camps and settlements: In close collaboration with CCCM and shelter/NFI sectors, the sector will mobilize IDP community labourers and committees and provide cleaning/waste management kits to ensure garbage collection and disposal. An important component includes safe treatment through burial and/or incineration and disposal of removed waste, in collaboration with SEMA/NEMA/CCCM and the Borno State Environmental Protection Agency (BOSEPA).

Promotion of tailored hygiene messages to strengthen hygienic

behavior and practices: guided by monthly health sector data, WASH partners will deliver targeted hygiene messages through a variety of mechanisms including focus group discussions, door-to-door visits, speaker campaigns, radio messaging, jingles, panel discussions, theatre, shows, distribution of leaflets and posters.

Provision of basic hygiene items including top-ups: Affected populations will receive basic hygiene kits or vouchers, which include water fetching and storage containers, kettles, a child potty with lid, soap for bathing and laundry, reusable sanitary pads, female undergarments, clothes pins and a rope. Items will also be replenished, based on assessments/monitoring.

Use of cash-transfer programming (CTP): The use of CTP will be monitored and further expanded as appropriate and feasible. It will include using cash and/or voucher systems for the provision of safe water and basic hygiene items, including top-ups.

Capacity-building among sector partners: The capacity of WASH sector stakeholders will be strengthened, especially in the area of coordination, harmonized planning and preparedness, response and monitoring, as well as in more technical areas such as WASH cholera response, protection mainstreaming, and CTP. To implement these activities, the sector will seek support from the Global WASH Cluster, the Regional WASH Group for West and Central Africa, the Protection sector (including child protection and GBV) and key individual agencies' resources and expertise available in-country and at the global level.

Strengthening and expanding coordination and partnership: the sector will build on existing coordination structures and capacities to further expand presence, particularly in inaccessible areas. In Borno State, the existing decentralized WASH coordination mechanisms in Dikwa, Monguno, Ngala, Damboa, Mafa, Rann, Pulka, Gwoza, Old Maiduguri, Bama and Banki, will be further consolidated and expanded in 2019 to additional LGAs, including Damasak and Konduga. Existing technical working groups, including the WASH Technical WG (TWG), hygiene promotion TWG, Cholera Task Force, and Pulka WASH Task Force will be further strengthened and expanded as needs arise. Existing WASH sector working groups in Adamawa State, including the Mubi Local Area WASH Group, and in Yobe State will be reinforced through more frequent coaching/field support from Maiduguri and Abuja-based coordination teams. The Abuja-based WASH in Emergency Working Group will continue providing technical support to the WASH sector and ensure representation and liaison at Federal level with technical line ministries and other relevant actors/groups.

Centrality of protection

WASH sector partners will implement the five minimum commitments under the global WASH cluster, throughout their activities:

Consult separately girls, boys, women, and men, including

older people and those with disabilities, to ensure that WASH programs are designed to provide equitable access and reduce incidences of violence.

Ensure that girls, boys, women, and men, including older people and those with disabilities have access to appropriate and safe WASH services.

Ensure that girls, boys, women, and men, including older people and those with disabilities, have access to feedback and complaint mechanisms so that corrective actions can address their specific protection and assistance needs.

Monitor and evaluate safe and equitable access and use of WASH services in WASH projects, including through safety audits and community feedback mechanisms;

Give priority to the participation of girls, particularly adolescents, and women in consultation processes.

These commitments, which reinforce the accountability of the WASH sector to affected populations, aim to ensure that WASH partners take into consideration key issues such as gender, GBV, child protection, disability and age. In addition, WASH actors will monitor safety perception of women and girls to WASH facilities through consultation and community feedback mechanisms.

The sector will also continue to advocate with the authorities to allow adequate lighting of WASH facilities in IDP camps and settlements. If this requirement remains restricted, the sector, in consultation with affected persons, will explore and implement alternative solutions to mitigate the protection risks posed by poorly lit facilities.

The humanitarian-development nexus

The WASH sector response plan primarily addresses life-saving needs and aims to scale up efforts in quality assurance of water systems and services in geographic areas that are not conducive to the implementation of recovery and development interventions.

Coordination with recovery and development actors will focus on transitional areas, primarily in Yobe and Adamawa states, where WASH responses will be designed to support longer-term recovery and development strategies. This will include WASH interventions in institutions such as in schools, health and nutrition centres.

The WASH sector Integrated Reporting System will be amended to facilitate integration, coherence reporting and accountability on these different approaches.



PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



SHELTER AND NFIs OBJECTIVE 1

1 Ensure sufficient, coordinated and adequate provision of emergency shelter solution, including shelter repair assistance to respond to the immediate shelter needs of the affected people.

RELATES TO SO1 AND SO2

SHELTER AND NFIs OBJECTIVE 2

2 Deliver transitional shelters and repair assistance to respond to the specific shelter needs of the affected people

RELATES TO SO1, SO2 AND SO3

SHELTER AND NFIs OBJECTIVE 3

3 Deliver flexible coordinated, adequate and harmonized NFI kits to the affected population.

RELATES TO SO1

SHELTER AND NFIs OBJECTIVE 3

4 Monitor the delivery of coordinated, adequate and harmonized shelter and NFI kits to affected population.

RELATES TO SO1

CONTACT

Robert Odhiambo
Brice Degla
Sector Coordinators

Shelter.cccm.nigeria@gmail.com

SHELTER AND NON-FOOD ITEMS

Summary of needs

Continued displacement and the destruction of homes and properties as a result of the ongoing conflict have led to widespread shelter and non-food item (NFI) needs across Borno, Adamawa and Yobe states. Nearly 3.5 million people require shelter and NFI assistance; of these 32 per cent are girls, 29 per cent boys, 19 per cent women, 16 per cent men, and 1 and 2 per cent elderly women and men respectively. Out of the 3.5 million, 1.3 million are IDPs, 916,000 live in host communities, 823,000 are in inaccessible areas and 407,000 are returnees. Since the onset of the crisis, continuous large-scale displacements, including an influx of people from inaccessible areas and increasing returns to home areas, have resulted in a cycle of asset depletion.

A third of the returnee population is currently living in partially damaged houses or otherwise inadequate shelter and requires transitional shelter support. The lack of access to sustainable livelihood options for returnees coupled with gradually exhausted savings, has resulted in limited opportunities to stimulate early recovery in return areas.

Essential household and kitchen items, including mosquito nets, plastic mats and kitchen sets, remain the second most reported need for IDPs in camps, settlements and host communities. The lack of timely NFI prepositioning in key locations, combined with the reduced lifespan of NFIs as a result of extreme weather in the north-east, has led to the absence of systematic provision of NFIs to new arrivals.

Response plan

Emergency Shelter solution

The sector will address the continued need for life-saving assistance including the provision of emergency shelters to the most vulnerable displaced families in line with international standards. Timely site planning and plot allocation, combined with the construction of emergency shelters, prioritizing the decongestion of existing camps, will be reinforced.

The prepositioning and stockpiling of emergency shelter kits and materials will prioritize the most affected geographical locations - including Bama, Banki, Damaturu, Dikwa, Girei, Gujba, Gwoza, Jere, Konduga, Maiduguri, Michika, Monguno, Ngala, Numan and Potiskum. This will enable the sector to respond to new displacement and existing needs of the most vulnerable displaced families, while ensuring availability of emergency kits during the rainy season when access is severely hampered. The sector will also provide emergency shelter repair/upgrade/reinforcement kits and reinforced shelters, while supporting the construction of communal shelters whenever possible.

Transitional Shelter solution

To the extent possible, the sector will strengthen the delivery of longer term shelter assistance, mainly targeting returnees, IDPs in host communities, and vulnerable families hosting displaced populations who are in ill-suited shelter conditions. This will aim to complement local authorities' efforts in line

BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	3.5	1.4	0.4	0.9	0.8	53% 47%	61% 36%
People targeted	1.9	0.8	0.1	0.1	0.8	53% 47%	61% 35%
Financial requirements	60.5 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

with the Borno State Return Strategy. A combination of in-kind and cash-based assistance will be provided for the construction of locally appropriate shelters (for example, mud houses), housing repairs, and the provision of transitional shelter materials to meet longer term needs of affected families. Sector partners will rely on needs assessments to inform the delivery of an appropriate and relevant transitional shelter response, and post construction/distribution monitoring surveys will enable continuous feedback and improvement of the quality of shelter assistance.

Non-food Items

To support vulnerable families to cope with current and future shocks and vulnerabilities, the sector will ensure that sufficient NFI kits are prepositioned in prioritized geographical areas - including Bama, Banki, Damaturu, Dikwa, Girei, Gujba, Gwoza, Jere, Konduga, Maiduguri, Michika, Monguno, Ngala, Numan and Potiskum – that have existing needs and a high rate of new displacement. The different needs and vulnerabilities of women, girls, men and boys will be taken into consideration. Sector partners will rely on pre- and post-distribution monitoring to gather first hand feedback from affected populations to provide guidance on needs-based distribution, safety and other concerns, and to improve the response where and when necessary.

In situations of new displacement and sudden emergencies such as disease outbreaks and natural disasters, the sector will work through the Rapid Response Mechanism (RRM) to deliver quick, life-saving, and a multi-sectoral response to the most vulnerable during the first days of displacement prior to the delivery of regular shelter programming. RRM partners will use flexible funding to carry out rapid assessments and distribute emergency relief items, including plastic sheets, tarpaulins, ropes, blankets, mats, jerry cans, sanitary pads and kitchen items.

The sector will continue to build partner capacity to enable the delivery of appropriate, timely and relevant shelter assistance to affected populations. Focus will be given to building the capacity of affected populations to build and maintain their own shelters and upgrade shelters towards locally adapted and longer-term solutions. Community-based solutions will support individuals with specific needs, including the elderly and people with disabilities.

The shelter response will also take into account seasonal conditions prevalent in the affected regions, including heavy rain and wind, and continue to monitor the environmental impact of shelter constructions and mitigate its negative effects.

Centrality of protection

The sector will aim to provide shelter support to the affected populations by ensuring access to safe and dignified shelter solutions (including privacy, security and comfort in shelter designs), through continuous community empowerment, participation and engagement. Prior to the delivery of assistance, proper measures will be taken to ascertain the safety and suitability of sites (especially flood prone areas and eviction threats) in order to ensure a 'Do No Harm' approach. The sector, in collaboration with the protection sector, will identify Housing, Land and property concerns, and continue to advocate for access to land for families in ill-suited dwelling conditions and ensure security of tenure while in displacement.

A strong focus will be given to mainstreaming gender inequality concerns, especially GBV, into the response during site planning and distribution of shelter and NFIs. The specific needs of persons with disabilities and the elderly will be taken into account in site planning, shelter design and building.

The humanitarian-development nexus

Whenever it can, the sector will orient programming toward supporting incremental process from emergency to transitional and durable solutions. This would include continuous advocacy for longer term solutions such as strengthening social infrastructure, including schools, health centres and community buildings. Shelter programmes will include capacity building of affected population and local stakeholders on the construction and maintenance of shelters, taking into account the environmental impact of the shelter response and local methods and procurement. The Shelter sector will also aim to encourage and engage with development partners to achieve a sustainable and conserved environment via tree planting during site planning.

PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



EARLY RECOVERY OBJECTIVE 1

1 Improve access to infrastructure and basic social services through rehabilitation and reconstruction of public service facilities
RELATES TO SO3

EARLY RECOVERY OBJECTIVE 2

2 Support livelihood stabilization
RELATES TO SO2

EARLY RECOVERY OBJECTIVE 3

3 Promote inclusiveness and peaceful co-existence among IDPs in HC, returnees, and host communities
RELATES TO SO2 AND SO3

EARLY RECOVERY OBJECTIVE 3

4 Support restoration of local governance administration and services
RELATES TO SO3

CONTACT

Tendai Matemadombo
Sector Coordinator

tendai.matemadombo
@undp.org

EARLY RECOVERY AND LIVELIHOODS



Summary of needs

At present, across Borno, Adamawa and Yobe states, assessments indicate inadequate levels of access to basic services and public infrastructure relative to the size of the population, limited income and livelihood opportunities, and increased resource demands. This situation has led to societal tensions between IDPs, returnees and host communities and resulted in increased hardship for 5.6 million people (comprising 1.8 million girls; 1.5 million boys; 1.2 million women and 1.1 million men) across the three states.

Prior to the crisis, poverty, development and socio-economic conditions in north-east Nigeria were very low with relative poverty recorded at 76 per cent in 2010. The conflict has further aggravated the situation. One in four conflict-affected households report having no economic opportunity and 63 per cent of vulnerable households within the most conflict-affected areas in the north-east are headed by women and girls. Over 650 public buildings have been completely destroyed or dysfunctional. The conflict also resulted in more than 400,000 damaged and destroyed housing units, 95 per cent of which are located in Borno State. The cost of damage attributable to the conflict has been significant across Borno (\$6.9 billion), Yobe (\$1.2 billion) and Adamawa (\$829 million) states.

Response plan

The multi-year Early Recovery and Livelihoods sector strategy is aligned to the 2016 Buhari Plan developed by the Presidential Committee

for the North-East Initiative (PCNI) and contributes to its priority intervention on Rehabilitation, Relocation and Resettlement.

Moving away from geographically and thematically fragmented interventions, the overarching goal of this sector response plan is to support targeted early recovery interventions that contribute to short, medium and longer-term development efforts aimed at strengthening the self-reliance of affected populations and increasing equity in the provision of basic services and employment opportunities. These interventions will also aim to contribute to improving human security, reconciliation, violence prevention, local government accountability, and citizen engagement in service delivery. By intervening in a critical number of communities per LGA and fostering linkages between such communities, this approach will contribute to re-establish the socio-economic fabric of the region.

The sector activities are divided into four inter-related areas: livelihoods, security, basic services and emerging local governance. Girls, youth, women and the elderly will be prioritized under this strategy. The targeted beneficiaries will comprise of IDPs in host communities, returnees and vulnerable host communities. The LGAs classified as “moderate” and “high” in the Early Recovery severity map will be prioritized. These include the majority of LGAs in Borno State; Madagali, Muchika, Mubi North and South, Demsa, Shani, Maiha and Hong in Adamawa State; and Yusufari, Geidam, Potiskum, Fika, Gulani and Gujba in Yobe State.

BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	5.6	1.0	1.6	2.9	-	53% 47%	60% 36%
People targeted	4.6	1.0	1.6	1.9	-	53% 47%	57% 36%
Financial requirements	53.7 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

The Early Recovery and Livelihoods sector will align its response plan to the following four strategic objectives:

Improve Access to Infrastructure and Basic Social Services through Rehabilitation and Reconstruction of Public Service Facilities through:

- Basic rehabilitation of primary social services, such as health care facilities, schools, community centres, water and sanitation networks, considering both hard and software, including the rehabilitation of productive infrastructure (small earth dams and irrigation schemes) to promote sustainability of services; and
- Capacity building of the targeted population to access services such as health care and education, and contribute to maintaining these services. This includes reducing cost of service and increasing availability.

Support Livelihood Stabilization and Income Recovery through:

- Promotion of micro and small enterprise recovery through short-cycle business-management training, cash grants, access to microfinance schemes and coaching; and other income-generating activities targeting particularly women and youth; and
- Emergency employment opportunities for the rehabilitation of community infrastructure, such as community marketplaces, community resource centres, community drainage and water supply systems, primary health care facilities, community driven low-cost solar systems and small earth dams.

Promote inclusiveness and peaceful co-existence among IDPs in host communities, returnees, and host communities through:

- Enable displaced communities to assess conditions in their home areas and plan their return with receiving communities;
- Promotion of durable solutions, whether return, local integration or resettlement elsewhere in the country, and reintegration of IDPs and returning refugees in local communities and ensure their inclusion into local/area recovery and development plans and interventions; and
- Ensure that displaced and returnee populations, women in particular, have equal access to basic rights, including access to land and property.

Support Restoration of Local Governance Administration and Services through:

- Carry out capacity development for local governments for effective coordination and monitoring of existing recovery plans and programs;
- Rehabilitate essential government facilities and provision of material and equipment support;

- Strengthen local governance capacity to resume the delivery of basic public services; and
- Support local authorities with planning and coordination for early recovery programming.

Centrality of protection

The sector's third objective of promoting inclusiveness and peaceful co-existence among IDPs, returnees, and host communities, will be advanced through community reconciliation efforts such as training - for religious and traditional leaders, including women and youth leaders among others - on dialogue, reconciliation, prevention, early detection and countering of violent extremism. Local governance and local government service support to high need and moderate need LGAs will contribute towards strengthening the rule of law and the capacity of civil administration and the judiciary to address protection and gender issues and enhance affected populations' access to justice via both formal and informal institutions. The sector also will strengthen its cooperation with the Protection sector and its GBV sub-sector in particular.

The humanitarian-development nexus

The sector will enhance the humanitarian-development nexus by implementing early recovery programs in the context of wider recovery and development frameworks highlighting transition opportunities from humanitarian to longer term recovery and development, and support durable solutions to displacement. Those include the UNDAF; the Buhari Plan; the Strategy on the Protection, Return and Recovery for north-east Nigeria; the Borno State Return Strategy; and state-level assessments.

Essential and well-sequenced early recovery initiatives will target vulnerabilities that stem from poverty and widespread social inequities, especially affecting youth, women and children. Early stabilization and rehabilitation measures will generate quick successes in the first year to address SO1 and SO2 activities and support the sustainability of IDP and refugee returns. Medium term measures that address social cohesion, community security and improved local governance will complement ongoing humanitarian interventions aimed at contributing to stabilisation efforts in years two and three.

To support the NWOW, the sector will galvanize new partnerships among UN agencies, NGOs, private sector, civil society actors, government, regional institutions and multilateral development banks to achieve collective outcomes. The sector will also foster a collective commitment to developing a shared understanding of vulnerabilities and resilience, through (i) joint analysis; (ii) enhanced collaboration and coordination in planning and programming processes; (iii) effective leadership for collective outcomes; and (iv) developing modalities to finance and support collective outcomes.

PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



EDUCATION OBJECTIVE 1:

1 Conflict-affected children and adolescents have access to inclusive quality basic education and vocational skills opportunities within a safe learning environment.

RELATES TO SO1

EDUCATION OBJECTIVE 2

2 Conflict-affected children and adolescents receive quality and conflict sensitive educational services to enhance their resilience.

RELATES TO SO1 AND SO2

EDUCATION OBJECTIVE 3

3 Communities have increased capacity to participate in school development and risk reduction planning and demand equitable access to conflict sensitive quality education for all children and adolescents.

RELATES TO SO3

CONTACT

Charles Mwangi
Sector Coordinator
cmwangi@unicef.org

EDUCATION

Summary of needs

Since the onset of the crisis, NSAGs have deliberately and systematically targeted learning institutions and abducted, killed and maimed learners and teachers⁴⁷. Some 2.16 million children (986,000 of whom are girls), including 731,000 internally displaced children and 43,000 education personnel, are in need of emergency education support. This represents a decrease of 24 per cent from 2.9 million in need in 2018, mainly as a result of increased accessibility.

However, the number of children with chronic needs in education remains high across the BAY states and the crisis has put additional pressure on an education system that was already fragile. Estimates indicate that nearly 60 per cent of primary school-age children are not attending school⁴⁸, with girls disproportionately affected: 41.8 per cent and 42.2 per cent of primary school age children are not attending school in Adamawa and Yobe states respectively, compared to 27.2 per cent at national level. Children and teachers in the BAY states have also a continuing need of psychosocial support to cope with the negative effects of the conflict.

Despite a decrease in the number of security incidents targeting education structures since 2017, the risk of violent attacks, abduction and kidnappings associated with education remains a real threat as illustrated by the high-profile abduction of at least 110 girls from their school in Dapchi, Yobe State, in February 2018. A greater concern is the risk of child recruitment into armed groups (especially boys), use of children in suicide attacks, and enslavement of

children, which are all grave violations against children⁴⁹.

Poverty remains the greatest barrier to access education⁵⁰, with parents being unable to afford education fees and levies⁵¹. The poor quality and lack of infrastructure such as classrooms, school furniture and WASH facilities, are also critical barriers. The insufficient number of qualified teachers and lack of teaching and learning materials have also contributed to poor attendance and retention of learners in schools and learning centres.

Response plan

In 2019, the Education sector will seek to reach 1.53 million school-aged children and education personnel in the BAY states. Children targeted represent 98 per cent of whom 54 per cent are girls. Priority will be given to the most vulnerable children, including displaced children, children who have returned from displacement, affected children living in host communities, girls, and children with special needs, including children with disabilities. Targeting will prioritize 26 LGAs in the BAY states with the highest number of displaced children, higher security risks and high rates of children not attending school.

The sector strategy aims to provide children not attending school with immediate access to learning opportunities, support learners' retention in schools, and contribute to the improvement of learning environments and learning outcomes in line with Inter-Agency Network for Education in Emergencies⁵² standards. Creative and innovative mechanisms

BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	2.2	0.7	0.6	0.4	0.4	54% 46%	98% 2%
People targeted	1.5	0.7	0.3	0.1	0.4	54% 46%	98% 2%
Financial requirements	48.3 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

to support teachers will be explored to ensure quality teaching and learning in collaboration with state agencies ministries of education and other relevant ministries, departments and agencies, with the full participation and engagement of communities in the protection of learners, teachers and education facilities.

To achieve the sector strategic objectives, sector partners will implement the following activities:

- Provide 1.53 million (including 828,830 girls) learners and teachers with learning and teaching materials in 26 LGAs in Borno, Adamawa and Yobe states;
- Provide temporary incentives to support teachers in inaccessible areas LGAs in Borno and Yobe states;
- Establish temporary safe and protective classrooms with adequate basic WASH facilities for both formal and non-formal education (including separate toilets for boys and girls), targeting 500,000 out-of-school children;
- Train teachers on psychosocial support and life skills to cope with the negative effects of the conflict;
- Build capacity of teachers to deliver relevant learning to all conflict-affected children;
- Empower communities through school management committees to protect education and assist in the establishment and maintenance of child-friendly school environments;
- Support schools to prepare and implement emergency preparedness and response plans;
- Advocate for the abolishment of school levies and charges in schools;
- Provide sanitary kits to adolescent girls to encourage them to stay in school;
- Provide recreational materials to children in school and support peace/sports clubs in schools;
- Provide early childhood development materials to pre-primary-aged children;
- Empower teachers and school management committee members with knowledge on referral mechanisms for issues related to GBV and child protection; and
- Advocacy to donors and humanitarian actors to support education development needs manifested in the north-east.

Twenty-five education partners will implement education in emergencies interventions across the BAY states in support of relevant State Ministries, departments and agencies including State Universal Basic Education Boards (SUBEB). The sector will actively engage other sectors in integrating cross-cutting issues including school-related GBV, child protection, health, WASH, environmental preservation and nutrition as schools can serve as unique entry points to provide children with holistic emergency response. The protective function of education

during implementation will be a priority.

The training of teachers in basic gender-responsive pedagogy competences and life skills, to minimize unconscious reinforcement of traditional gender assigned roles that limit girls to access higher education, as well as hygiene promotion and school emergency preparedness plans, will improve learning and the learning environment. Learners and teachers will be equipped with skills that empower them to better cope with any subsequent emergency.

The capacity-building of national NGOs is a key part of the sector's localization strategy since local presence in inaccessible areas is essential to achieving sector objectives. To expand access to learning opportunities and reach a large number of children, education actors will also expand opportunities for non-formal learning alongside formal education, with 20 per cent of the response using cash-based interventions.

To consolidate gains in access to education, partners will work together to enhance the quality of education through a two-pronged approach: (i) teacher training will gradually incorporate more coaching, mentoring and peer support mechanisms to improve teachers' capacity to deliver learning and their competence in subject knowledge; and (ii) creative and innovative child-friendly teaching methodologies and technology in education will also be explored. Due to the large number of children who have never been to school, functional literacy and mixed education-skills modules will be considered. Emergency psychosocial training for teachers will also continue to be critical.

Centrality of protection

The crisis in the north-east has placed schools, educators and students at high risk. The sector's response will prioritize the safety and protective function of schools by working in coordination with other sectors, in particular child protection. School-based management committees, comprised of females and males alike, will be trained to promote community participation and school ownership. Schools will be supported to prepare and implement emergency preparedness and response plans, and improve the linkages with existing early warning systems in the community. The education sector will continue to coordinate with SUBEBs and liaise with the security agencies in high risk areas to ensure the security of learners and other education personnel, and mitigate the risks of potential attacks. Schools will be supported to erect fences to protect against intruders and provide adequate, sex-segregated water and sanitation facilities. Educators will be trained to identify child protection concerns and increase knowledge on existing referral pathways. Community feedback mechanisms will also be established to receive feedback from students and educators on education interventions, as well as on issues of safety and equity in accessing education support.

The humanitarian-development nexus

As the crisis becomes more protracted, the three-year education strategic plan (2019-2021) will seek to build individual and institutional capacities, strengthen systemic resilience and

ensure predictability, sustainability and quality of the response. The ongoing emergency response provides an opportunity to address some longstanding barriers to education, ensuring effective linkages between humanitarian and development responses towards early recovery.

To strengthen the humanitarian-development nexus, the sector will consider the underlying causes of conflict namely social and economic exclusion, climate change, with a special focus on the education system's pre-crisis weaknesses and a prioritization based on needs expressed by affected people. Responding to community feedback on the importance of religious education,

education sector partners will continue to collaborate with the SUBEBs and the State Agency for Mass Literacy to support literacy and life skills in non-formal education learning settings. Therefore, investments in system strengthening, including harmonized planning, Education Management Information System (EMIS) and effective coordination of education service delivery between state authorities and humanitarian actors will continue alongside increased advocacy to humanitarian donors and partners to support chronic education needs in inaccessible areas.

PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



PROTECTION OBJECTIVE 1

1 Enhance civilians' protection from harm and respond to specific needs and risks with timely and comprehensive protection services.

RELATES TO SO1 AND SO2

PROTECTION OBJECTIVE 2

2 Improve affected persons' access to their rights and strengthen the overall protection environment.

RELATES TO SO2 AND SO3

PROTECTION OBJECTIVE 3

3 Promote the creation of conditions for safe, voluntary and durable solutions and enhance freedom of movement.

RELATES TO SO2 AND SO3

PROTECTION

Summary of needs

Five million people in Borno, Adamawa and Yobe states require protection from violence, abuse, exploitation, and violations of their fundamental human rights. This includes 1.2 million women, 1.6 million girls, 1.3 million boys and 1.1 million men. The ongoing conflict is characterized by deliberate and widespread attacks on civilian populations including: sexual violence; abduction, especially of girls and women; disappearances; child recruitment and forced recruitment; forced displacement; and the use of explosive hazards. At acute risk are the more than 800,000 civilians in areas that remain outside of reach of international humanitarian actors. New displacements continue to occur. Serious protection threats persist both during displacement and in many return areas. Female and child-headed households, unaccompanied and separated children, and adolescent boys and girls are particularly at risk of SGBV, child recruitment, and human trafficking, while adolescent and adult males face threats of harassment, arbitrary arrests and detention, and serious maltreatment during detention. Inadequate access to food, basic services and livelihood opportunities has a direct link to the increasing number of reported cases of sexual exploitation and abuse (SEA), particularly within female-headed households. The lack of identity documentation impedes affected people's access to public services, restricts their freedom of movement, and exacerbates risks of abuse. Restrictions on IDP movement in/out of IDP sites and on civilian movement out of most LGA headquarter towns heighten

their exposure to harm and exploitation, limit livelihood opportunities, and undermine durable solutions to displacement. Housing, land and property disputes are a further obstacle to IDP and refugee return.

Response plan

Focusing on the LGAs most affected by conflict and displacement (Bama, Damboa, Dikwa, Gwoza, Jere, Kala/Balge, Konduga, Maiduguri, Mobbar, Monguno, Ngala and Nganzai in Borno State; Madagali, Michika, Mubi North, Mubi South, Yola North and Yola South in Adamawa State; and Damaturu, Gujba and Gulani in Yobe State), the Protection sector plan for 2019 aims to: (i) prevent, mitigate, and respond to protection risks and threats to affected persons' rights;⁵³ (ii) improve all affected people's access to their rights and strengthen the overall protection environment; and (iii) promote and support the creation of conditions for safe, voluntary and durable solutions to displacement and enhanced freedom of movement. These three objectives will be realized through:

Protection services and response:

Delivering timely and comprehensive protection responses to identified protection risks and incidents is the priority. People with specific protection concerns such as elderly individuals, persons with mental health issues, pregnant and lactating mothers, and unaccompanied and separated children, will continue to be identified through vulnerability screening and registration of all new arrivals. Community-based protection monitoring



BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	5.2	1.8	1.6	0.9	0.8	54% 46%	57% 37%
People targeted	4.7	1.8	1.6	0.4	0.8	54% 46%	56% 37%
Financial requirements	30.6 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

CONTACT

Gorretty Omala
Sector Coordinator
omalag@unhcr.org

will be expanded to as many IDP settlements and host communities as possible in order to strengthen accountability to affected populations. Strengthened referral mechanisms will enhance provision of tailored and comprehensive protection services to address specific protection incidents and threats, such as the provision of charcoal and energy efficient stoves to mitigate against sexual gender-based violence (SGBV), and the abduction of women and girls going out in search of firewood. In cases of reported impediments to access to public services or humanitarian assistance, the Protection sector will continue to support the issuance of legal documentation under the access to justice projects. The Protection sector will also address other protection dimensions, such as discrimination or lack of documentation, while also referring cases to relevant sectors for sector-specific assistance and service provision. To mitigate identified protection concerns such as SGBV and SEA, the Protection sector will provide specific material assistance, including solar lanterns, energy-efficient cooking sets and hygiene kits, and targeted livelihood support, implementing these activities in cooperation with the GBV sub-sector and other relevant sectors. All Protection sector interventions will be carried out through community-based approaches, using cash-based interventions as a modality where appropriate. Specialized child protection and SGBV responses form an integral part of the protection response plan, as elaborated in the sub-sector chapters.

Access to Justice:

Provision of legal documentation, including national identity cards, birth certificates and other documentation, will be scaled up in support of affected people's freedom of movement, protection from arrest, and access to basic services. Legal aid and counselling services, including support for representation in civil and criminal matters, and assistance to mobile courts, will be expanded in the most affected LGAs in Borno State, as well as the reconstruction and refurbishment of court houses in Adamawa and Yobe states. In addition to ongoing monitoring of IDP and refugee returnees being detained in police and immigration facilities, protection actors will continue to seek access to civilians being held in military screening and detention facilities as well as in prisons.

Housing, Land and Property (HLP):

Support for the provision of documentation on HLP ownership will be increased. Specialized legal advice on HLP issues will continue to be provided in IDP sites and will be scaled up in return areas. Such issues include: forced evictions from IDP sites; destruction of homes; secondary occupation of abandoned land and property; fraudulent sales; and inheritance disputes. In tandem, support will be provided to strengthen the capacity of the justice sector and other relevant mechanisms to effectively adjudicate housing, land and property disputes.

Mine Action:

The sub-sector's overall objective is to support populations affected by the presence of explosive hazards. To facilitate

freedom of movement, socio-economic recovery, durable solutions to displacement, and safe access to affected populations by humanitarian personnel, mine action activities will focus on three areas: i) risk education on the dangers posed by explosive hazards, with the objective of reducing the risk to a level where people can live safely; ii) non-technical surveys to collect and analyze data on the presence, type and level of contamination, in order to support land release and the prioritization of any subsequent clearance; and iii) clearance of contaminated areas. While risk education and some survey tasks can be undertaken by humanitarian partners in currently accessible areas such as Banki, Gwoza and Ngala LGAs of Borno State, a comprehensive mine action response would require clearance activities in conjunction with the Nigerian security forces and is contingent upon mine action operators being able to safely access all conflict-affected areas. Women, girls, boys and men living in, or potentially returning to, areas that are suspected or known to be contaminated with explosive hazards will be involved in all stages of mine action programming.

The Protection sector will also increase advocacy efforts targeting the security and law enforcement organs, local government officials, NEMA, SEMA and civil society groups, with a focus on operational concerns including: the right to freedom of movement; affected populations' access to basic services; strengthening the civilian management of IDP sites; protection monitoring in military screening and detention centres, as well as prisons; and durable solutions to displacement based on international, regional, and national standards of voluntariness, safety and dignity.

Centrality of protection

In addition to implementing its own response plan, the Protection sector will promote and support the mainstreaming of protection across all sectors of the humanitarian response, in line with the HCT Centrality of Protection Strategy (Dec 2017). The Protection sector will work closely with other sectors to: enhance understanding of protection risks; strengthen prevention and mitigation measures in the planning and delivery of each sector's response; promote collective protection outcomes; and work to ensure that all humanitarian activities mainstream the following four core protection elements:

- Prioritize affected populations' safety and dignity and avoid causing harm;
- Facilitate meaningful and non-discriminatory access to assistance and services;
- Ensure accountability to affected populations by establishing feedback mechanisms through which they can measure the adequacy of interventions and address any concerns and complaints; and
- Promote participation and empowerment by supporting community-based protection strategies and assisting affected persons to claim their rights.

The humanitarian-development nexus

As the protection of IDPs and other conflict-affected persons is primarily the responsibility of government, a key pillar of the Protection sector's work is to promote and support the building of an effective protection environment. Central to this is an effective national legal protection framework, access to justice, and strengthening the protection capacity of government, other local actors, and affected populations. The sector will continue to advocate for the domestication and full implementation of the African Union (AU) Convention for Protection and Assistance to IDPs, which the Government of Nigeria has ratified, and of other relevant regional and international human rights standards. Protection capacity-strengthening of judicial actors, legal practitioners, civil authorities, affected populations, traditional/religious leadership, and other stakeholders will be scaled up, alongside support to government and development actors' efforts to re-establish and refurbish judicial structures in LGAs where such infrastructure was destroyed.

Effectively resolving the massive protracted displacement

caused by the conflict requires a robust humanitarian-development nexus. The sector will continue to advocate and support the creation of conditions enabling safe, voluntary, and durable solutions for IDPs and refugees in line with international standards. Support for these efforts will include: protection monitoring in areas of potential return; advocacy for Government to re-establish the police and civil administration in areas previously controlled by NSAGs to improve security and services; and mine action interventions in tandem with early recovery projects to ensure safe resumption of livelihood activities and support freedom of movement. To facilitate voluntary repatriation for refugees returning from neighboring countries, UNHCR will continue to work with the governments of Nigeria and Cameroon towards the realization of the Tripartite Agreement signed in March 2017. In support of the sustainable reintegration of IDPs and returning refugees and to help prevent future conflict, initiatives for peaceful co-existence, involving IDPs, IDP/refugee returnees, host communities, local authorities, and traditional, religious, women and youth leaders, will be expanded.



PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



GBV PROTECTION OBJECTIVE 1

1 Improve access to quality life-saving and well-coordinated GBV services that are responsive to the needs, rights and dignity of survivors and those at risk.

RELATES TO SO1 AND SO2

GBV PROTECTION OBJECTIVE 2

2 Strengthen community resilience, reintegration and systems that promote accountability for GBV and gender equality.

RELATES TO SO1 AND SO3

GBV PROTECTION OBJECTIVE 3

3 Promote GBV risk mitigation into all aspects of the humanitarian response efforts and support mechanisms for monitoring, information management and sharing.

RELATES TO SO1 AND SO2

PROTECTION: GENDER-BASED VIOLENCE

Summary of needs

An estimated 3 million people across Borno, Adamawa and Yobe states need interventions for the prevention of and response to gender-based violence (GBV). The underlying drivers of the conflict and conditions of displacement continue to exacerbate the occurrence of GBV incidents. Half of this population in need consists of children (below 18 years) with the majority being adolescent girls. Sexual violence - including rape, sexual exploitation, forced and early marriage, survival sex and domestic violence, physical assault, denial of resources, and psychological and emotional abuse - are among the most frequently reported violations, recurrently perpetrated by intimate or former partners. Minors, particularly adolescent girls, are also at risk of GBV, which occur mainly in the context of child sexual abuse and early marriage.

Since 2013, some 4,000 women and girls have reportedly been kidnapped and in 2018 (January to end of September) 46 children were used as PBIEDs. While in captivity, survivors report being subject to rape and forced marriage, among other types of GBV, which occurred in the context of possible sexual slavery and sexual exploitation. Upon returning to their communities, women formerly associated with NSAGs also face significant stigma and rejection due to community perceptions. Life-saving services to GBV survivors or those at risk is critical.

Although the coverage of GBV service provision improved in 2018, the needs for GBV interventions far outweigh the capacity of existing actors. In 80 per cent of the GBV response areas in 2018, survivors only had

access to one component of the service, yet comprehensive GBV services through case management and targeted programming are critical in assisting survivors to develop positive coping mechanisms and build resilience. The work of the GBV sub-sector—and all sectors in the response—will be further supported in 2019-2021 by effective implementation of the North-East Nigeria Call to Action Road Map.

Response plan

The GBV sub-sector response plan includes a three-pronged approach and corresponding outcomes that prioritize: (i) access to quality life-saving services that are responsive to the needs, rights and dignity of survivors and those at risk, with a strong emphasis on adolescent girls and young people; (ii) reintegration and systems for accountability; and (iii) promotion of GBV risk mitigation into all humanitarian response efforts.

Urgent investment will be made in scaling up coverage and improving the quality of service provision such as safe shelter facilities, GBV case management, Clinical Management of Rape (CMR), Psychosocial Support Services (PSS) for GBV survivors and those at risk, caring for child survivors of GBV, and mobile response interventions to target inaccessible populations. First line response interventions to meet the needs of women, girls, men and boys within reception/transit facilities will be prioritized. Special attention will be given to interventions targeting response to intimate partner violence (IPV), conflict related sexual violence (CRSV), early/forced marriage, health care-based PSS, access to legal services (especially alternative legal systems), as well as adolescent-focused GBV programming.

BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	3.0	1.2	1.0	0.3	0.5	86% 14%	57% 37%
People targeted	1.3	0.5	0.4	0.1	0.2	86% 14%	57% 38%
Financial requirements	38.2 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

CONTACT

Sylvia Opinia
Sub-sector Coordinator
opinia@unfpa.org

In order to achieve the above, strengthened and sustained capacity building, especially of local actors (local organisations, government, CBOs and women organizations), to deliver quality GBV services will be prioritized. The sub-sector will strengthen ongoing initiatives such as the GBV case management capacity building initiative, and support further development of specific skills such as responding to conflict-related sexual violence, caring for child survivors and GBV messaging. Complementing these efforts will be training sessions, mentoring, coaching and support to national and state government plans.

The sub-sector will support partner initiatives and supporting the establishment and functioning of women, girls and youth friendly spaces. These serve as critical entry points for providing safe, accessible services and activities that promote women, girls and young people's empowerment, healing and other GBV programming. In addition to skill-building activities, the sub-sector will promote linkages to meaningful and protective livelihood activities that target women and men and promote empowerment. The re-integration and socio-economic needs of women and adolescents formerly associated with armed groups and children born in captivity/of the conflict will be incorporated.

The response plan promotes the application of the GBV guiding principle of "do no harm" (confidentiality, safety, and non-discrimination), in every implementation phase. Partners are encouraged to follow the standard operating procedures developed by the sub-sector that promote the privacy, safety and dignity of survivors. By adopting a community-based approach, ensuring beneficiary participation in decision-making, and involving local authorities, partners will promote accountability, capacity-building and empowerment.

While the use of cash programming in the humanitarian response has gained momentum, including in Nigeria, the GBV sub-sector notes the complexities associated with the use of cash and the possible exposure to incidents of violence. The sub-sector will work closely with partners and the Cash Working Group to ensure the required capacities are in place.

The sub-sector will continue to prioritize and strengthen coordination of a multi-sectoral response at field and state levels and facilitate the functionality of referral mechanisms including in schools and learning centres. This will include building on gains in engaging with security actors and support the mapping of accountability mechanisms, to enhance reporting and response to incidents of GBV. Strengthening sector coordination, information management, monitoring and analysis will support efforts towards quality of service provision. Cross-sector coordination will also be strengthened in tracking referrals. Efforts will be invested in conducting GBV analysis on trends/types/nature, incident management, policy and capacity analysis to inform evidence-based advocacy. The sub-sector will also carry out joint participatory assessments and safety audits with other sectors to identify context specific risks and vulnerable groups, collect and review sex and age disaggregated data on needs, and involve women and girls in assessing their access to and safety around provision of services.

Promoting GBV risk mitigation across all sectors will form a key component of the sub-sector strategy to reduce the risks for exposure to GBV during programme planning and implementation. This will include the development, implementation and monitoring of GBV integration initiatives/indicators. At minimum partners/staff/frontline responders will be equipped through these initiatives - including but not limited to training of humanitarian personnel, risk analysis, development/dissemination of appropriate information/GBV referral pathways - to safely provide basic support and information to GBV survivors and facilitate their access to available services without doing further harm.

The sub-sector will actively facilitate GBV risk mitigation (safe/dignified access and use of humanitarian services), to ensure that services supported by other sectors, including facilities for humanitarian assistance, are safe and culturally acceptable ensuring that affected populations (women and girls) can safely access and use humanitarian assistance. Ethical programming of service provision will be promoted through reinforcing existing feedback and community-based complaint mechanisms; upholding PSEA protocols and reporting mechanisms; and supporting GBV referrals by ensuring that all frontline workers have the capacity to refer a survivor who seeks support to GBV services or other services in a survivor-centred way.

The humanitarian-development nexus

Life-saving assistance will focus on rehabilitation and healing that not only reinstates survivors to their previous conditions but aims to build their resilience. Key entry points for service provision such as women's centres/women, girls and youth friendly spaces will support skills building, education about women's rights and promote strong linkages to recovery and livelihoods programme. The strategy is cognizant of the continuum of violence in the lives of women and adolescent girls in the north-east, which is deeply rooted in a culture of gender inequalities and unequal power relations. Prevention programmes will place emphasis on community-based interventions that influence positive sociocultural norms, as well as build capacities and mechanisms at state and national levels that address GBV, promote equality, enhance policy and address harmful practices.

The sub-sector plan prioritizes a holistic approach of responding to experiences of conflict-related sexual violence that does not only address possible indoctrination and other harmful impacts on women and adolescent girls, but also support efforts to mitigate the ostracizing and stigmatizing of survivors by community members. The sub-sector will build capacities and linkages to ensure that processes for stabilisation, reintegration, transitional justice, reparations and reconciliation prioritize the needs and experiences of women and adolescent girls in a practical way. Interventions will leverage linkages that build a critical mass around the engagement of women and young people in peace, security and social cohesion interventions. Ultimately, elimination of all forms of violence is a pre-requisite for peaceful, equitable and stable communities.

PEOPLE IN NEED



3.2M

PEOPLE TARGETED



1.5M

REQUIREMENTS (US\$)



36.6M

OF PARTNERS IN HRP



22

CHILD PROTECTION OBJECTIVE 1

1 Girls and boys facing protection risks (family separation, gender-based violence, neglect and abuse) have access to responsive integrated case management services and referral to specialized services.

RELATES TO SO1 AND SO2

CHILD PROTECTION OBJECTIVE 2

2 Conflict-affected children, adolescents and caregivers receive quality protection services including psychosocial support, life skills and livelihood support to enhance their resilience to cope with the protracted crisis.

RELATES TO SO2 AND SO3

CHILD PROTECTION OBJECTIVE 3

3 Grave violations against children are monitored and reported and children and adolescents who have suffered from such violations, including those formerly associated with armed groups, are supported to successfully reintegrate into their communities.

RELATES TO SO1 AND SO3

CONTACT

Joyce Mutiso
Sub-sector Coordinator

jmutiso@unicef.org

PROTECTION: CHILD PROTECTION



Summary of needs

An estimated 2.7 million children and adolescents (1.5 million girls and 1.2 million boys) in north-east Nigeria are in need of protection and cross-sectoral services. Threats and risks to the well-being of girls and boys include family separation, explosive remnants of war, gender-based violence including child marriage and conflict-related sexual violence, recruitment and use of children, abduction and other grave child rights violations. At least 6,000 children (more than 50 per cent girls) are estimated to have been recruited, abducted, killed or victims of violent attacks by armed groups since the beginning of the conflict. Of those, approximately 50 per cent are survivors of SGBV. The crisis also has caused severe psychological distress among children.

The conflict has not only disrupted the social fabric but has also negatively affected the ability of parents and communities to appropriately care for their children. At least 150,000 caregivers of vulnerable children, particularly female-headed households, foster carers and single caregivers with several children, have suffered from severe psychosocial distress and will require psychosocial and/or socio-economic support to assist them to better cater for children in their care.

Response plan

Child protection actors will provide quality reunification, alternative care and follow-up services to 13,600 unaccompanied and separated children in Mubi North in Adamawa State; Geidam in Yobe State; and

Bama, Damboa, Dikwa, Gwoza, Jere, Kala Balge, Konduga, Maiduguri Metropolitan Council, Mobbar, Monguno, Ngala in Bornothat continue to witness acute protection and humanitarian needs as a result of the crisis. Additionally, 4,000 children will be targeted with referrals for specialized and cross-sectoral services, and at least 6,000 girls and boys formerly associated with armed groups, including child survivors of conflict-related GBV, will receive socio-economic reintegration assistance.

Age-appropriate psychosocial and mental health support services and cross-sectoral livelihoods support will be provided to at least 500,000 children (including 210,000 adolescents) and 75,000 caregivers of vulnerable children. To strengthen the resilience, and prevent and mitigate negative coping mechanisms, at least 250,000 children and community members (53% girls and women) will be targeted with information on child protection and child care; the use of interpretation services will be enhanced. Community-based child protection mechanisms will be supported to enhance the protective environment at family and community levels.

In light of ongoing grave child rights violations by parties to the conflict, continued operationalization of the Action Plan signed with the Civilian Joint Task Force in September 2017 and advocacy for the release of children within an accountable and responsive framework centered on the best interests of the child will continue in 2019. A multi-sectoral approach in prevention, monitoring, reporting and response to grave child rights

BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	3.2	1.2	1.1	0.4	0.6	55% 45%	83% 17%
People targeted	1.5	0.5	0.4	0.1	0.6	55% 45%	83% 17%
Financial requirements	36.6 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

violations will be strengthened with the engagement of duty-bearers and at least 180,000 children and community members.

Age and gender appropriate risk education activities to minimize loss of life and injuries as a result of explosive remnants of war will target 200,000 girls, 178,000 boys, 51,000 women and 45,000 men within the broader mine action framework.

To optimize child protection outcomes, systematic collection, collation and analysis of age and gender disaggregated data and information will be enhanced to generate evidence for more targeted programming and advocacy; specifically, the roll-out of the Child Protection Information Management System (CPIMS+) will aim at improving inter-agency case management at field level across all three states. Additionally, the Child Protection sub-sector will strengthen the institutional and technical capacities of governmental and non-governmental child protection actors through a coordinated approach involving coaching, mentoring, training and localization of coordination and referral mechanisms.

By September 2018, only 44 per cent of the required funding was available for the child protection response. The major consequence of underfunding has been the impact on the quality of child protection services, particularly in Borno and Adamawa states. In 2019, the Child Protection sub-sector will continue to advocate for funding for child protection response with emphasis on expanding access to funding for national child protection actors including through principled partnerships and investments in institutional capacity building.

Centrality of protection

Implementation of the minimum standards of child protection in humanitarian action will be promoted across all sectors of the humanitarian response to enhance the quality of services provided for vulnerable girls, boys and caregivers and meaningful participation of children in programming. Child protection actors will be guided by and promote protection principles including do no harm, best interests of the child, confidentiality, informed consent, and accountability to girls, boys and caregivers.

The Child Protection sub-sector will also provide technical guidance and advocate to ensure that safeguarding of children, including prevention of sexual abuse and exploitation, remains central to the design, implementation, and monitoring of activities across all sectors; this will include guidance for the Cash Working Group in the development of a protection-conscious cash assistance strategy to target the most vulnerable and at-risk individuals and mitigate protection risks. A collaborative approach particularly with the GBV, Education, Health and Early Recovery and Livelihoods sectors will be imperative to ensure that the differential protection concerns of girls and boys are appropriately addressed.

The humanitarian-development nexus

The prioritization of child protection response is based on geographic understanding of needs severity and due consideration of age and gender specific vulnerabilities and risks. Particular attention will be given to newly-accessible and inaccessible areas based on increased humanitarian access to assist the most vulnerable. In parallel, a total of 13 LGAs with high humanitarian needs (mainly in Borno State) and 40 LGAs with moderate humanitarian needs (in Adamawa, Borno and Yobe states) will be targeted with humanitarian-development nexus and early recovery activities. A total of 10 LGAs (Ganye, Guyuk, Jada, Mayo Belwa and Shelleng in Adamawa State and Jakusko, Nangere, Nguru, Tarmua and Yusufari in Yobe State) exhibit needs related to poverty and structural development, that are not directly related to the conflict and that will be more efficiently addressed through longer-term recovery and development assistance rather than humanitarian aid.

Reinforcing community-based structures for child protection and engagement with children and communities in prevention, monitoring of and response to child protection concerns will enhance the community resilience and capacities to better care for children. Strengthening of institutional capacities of national actors particularly the social care workforce will contribute to building child protection systems to address emergency and development child protection needs.

ORGANISATIONS TARGETED



REQUIREMENTS (US\$)



OF PARTNERS IN HRP



LOGISTICS OBJECTIVE 1

1 Strengthening humanitarian logistics through provision of direct support services.

RELATES TO S01, S02 AND S03

LOGISTICS OBJECTIVE 2

2 Facilitation of logistics coordination and information services to humanitarian actors.

RELATES TO S01, S02 AND S03

LOGISTICS OBJECTIVE 3

3 Augmenting humanitarian actor's capacity to perform logistics duties.

RELATES TO S01, S02 AND S03

CONTACT

Bruce Walker, UNHAS
Chief Air Transport
Officer
bruce.walker@wfp.or

Sector Coordinator
kelly.bradley@wfp.org

LOGISTICS



Summary of needs

Despite notable progress in stock prepositioning and common storage of humanitarian supplies on a free-to-user basis in eight safe locations across Borno State (Maiduguri, Bama, Banki, Dikwa, Damasak, Rann, Ngala and Monguno towns) in 2018, many challenges still persist, including:

- Inability to deliver humanitarian supplies due to severe access and security constraints in areas of operation, poor physical conditions, and bureaucratic impediments put in place by national and state actors;
- Limited capacity of humanitarian actors, both national and international, to perform a spectrum of logistics-related functions; and
- Engagement with a broad range of local and national actors, including national military, transport unions and customs offices.

As a number of key operational areas remain only accessible by air, and given the expansion of humanitarian activities in the north-east, partners have increasingly relied on air services coordinated by the United Nations Humanitarian Air Service (UNHAS). Air services remain the only option to many areas for the movement of humanitarian personnel and cargo, programme and assessment implementation, monitoring and the movement of light cargo. However, several gaps remain, including:

- Continued lack of sufficient and reliable commercial services to convey personnel between Abuja and the north-east;
- Ongoing need for helicopter operations in Borno State due to access constraints including insecurity, restrictions and poor physical access outside of Maiduguri; and
- Insufficient medical and security evacuation capacity for humanitarian staff, especially in Borno State.

Response plan

In 2019, the Logistics sector will continue

to facilitate the movement of humanitarian personnel and cargo to the key locations in Borno State where people in need are located, while providing valuable information and common coordination services, to ensure the effective delivery of aid in the north-east.

The Logistics sector will continue to provide key services, including:

- Provision of common storage, with a focus on storage sites co-located with humanitarian operations, especially the humanitarian hubs. Starting in 2019, the Logistics sector, jointly with several partners, will facilitate access to 7,140 square metres of secured and common storage facilities on a free-to-user basis in Maiduguri and in seven existing hubs (Damasak, Dikwa, Monguno, Banki, Bama, Ngala and Rann);
- Continuing civil-military engagement to facilitate and advocate for the movement of humanitarian actors and cargo. In 2018, the number of humanitarian cargo movements processed through the Nigerian Armed Forces by the Logistics sector increased by almost 250 per cent and more than 50 per cent of sector partners reported to rely on the Logistics sector to address challenges faced with the Nigerian military. The Logistics sector also responded to an increased number of access issues/incidents at checkpoints;
- Coordinating contingency planning with humanitarian partners. Building on progress achieved on preparedness/contingency measures for the rainy season in 2018, the Logistics sector will continue to facilitate inclusive and participatory coordination meetings and planning sessions for issues pertaining to political unrest, rainy season, and any other sudden onset emergencies and population influxes;
- Carrying out dedicated logistics trainings and providing technical guidance to Logistics sector partners. This will include a range of technical trainings for up to 180 humanitarian actors (with at least 25 per cent of women) focusing on diverse areas within logistics (including transporting,

warehousing and holistic supply chain management);

- Providing information and coordination services. These include facilitating Logistics sector meetings, maps, standard operating procedures and guidelines, and user surveys;
- Continued fixed wing services with regular scheduled flights between Abuja, Yola and Maiduguri, transporting 16,000 humanitarian passengers each year. The UNHAS fixed-wing service will continue to operate due to the lack of reliable and safe commercial operators;
- Continued helicopter services in Borno State, serving 11 regular destinations (Bama, Dikwa, Monguno, Gwoza, Pulka, Banki, Baga, Damasak, Ngala, Rann and Damboa LGAs) and transporting 48,000 humanitarian passengers each year. Helicopter services constitute a critical component of the access strategy in the north-east and are the only option to travel to most of the above-mentioned destinations. If further needs arise in 2019, UNHAS could explore the possibility to deploy helicopters in newly accessible areas, depending on available assets and funding;
- Providing emergency and medical evacuation services for humanitarian actors in the north-east. As the volatile

situation on the ground evolves, UNHAS will continue to be an essential common service, facilitating the evacuation of humanitarian actors and enabling health-related medical evacuations where no other service is available; and

- Air delivery of light life-saving cargo in Borno State. UNHAS plans to deliver more than 80 metric tons of light cargo to locations not accessible by road, and where the immediate provision of services is deemed critical and life-saving.

The Logistics sector will continue to support needs and address gaps identified by the humanitarian community and the Government of Nigeria. Any activity implemented will be designed in close collaboration with humanitarian partners, and in coordination with the Ministry of Interior (the co-lead for the sector).

Centrality of protection

Technical trainings will integrate protection considerations and provide guidance on how to incorporate protection within logistics, be it for example by including protection related clauses into contracts or by ensuring that hiring practices do not exacerbate tensions within the community.

PEOPLE IN NEED



1.3M

PEOPLE TARGETED



0.3M

REQUIREMENTS (US\$)



19.5M

OF PARTNERS IN HRP



4

DMS (CCCM) OBJECTIVE 1

1 Tracking and monitoring the scope of internal displacements, returns and the needs for a comprehensive follow-up to inform interventions across all sectors.

RELATES TO SO1, SO2 AND SO3

DMS (CCCM) OBJECTIVE 2

2 Enhanced displacement management to ensure that minimum standards are upheld, and pathways reinforced for direct assistance through capacity building, community participation, on-site or mobile site facilitation and camp management support and case-by-case.

RELATES TO SO1 AND SO2

DMS (CCCM) OBJECTIVE 3

3 Support the maintenance, upgrade, care and decongestion of sites through site planning and improvements when required, as well as coordinated assistance.

RELATES TO SO1, SO2 AND SO3

CONTACT

Robert Odhiambo
Brice Degla
Sector Coordinators

Shelter.cccm.nigeria
@gmail.com

DISPLACEMENT MANAGEMENT SYSTEMS (CCCM)



Summary of needs

The crisis in north-east Nigeria has triggered widespread forced displacement and continues to lead to new displacement. Some 40 per cent of the displaced population live in over 263 camps and settlements across Borno, Adamawa and Yobe states. Out of those IDP sites, 60 per cent report high levels of congestion, especially in Borno State, increasing protection risks. Lack of access to new land remains a key constraint to decongesting sites; site congestion is worsened by the continuous influx of new arrivals largely, from inaccessible areas, with an average of 4,000 new arrivals per week in 2018. New arrivals are expected to accelerate in the coming months and years. Evictions are also a growing problem.

Displacement management systems (DMS) and camp coordination and camp management (CCCM) is crucial to ensure that interventions in sites are coherent, coordinated, and comply with international standards, while avoiding duplication and gaps. The CCCM sector estimates that all IDPs in camps and sites (747,000 people of which 32 per cent are girls, 25 per cent boys, 22 per cent women, 17 per cent men, 2 per cent are elderly women and 2 per cent are elderly men); refugees expected to return to Nigeria (57,000 people) and anticipated new arrivals from inaccessible areas (473,000 people), will continue to require targeted CCCM support and services from 2019 through 2021.

Response plan

Women and children (representing 80 per cent of the IDP population) will be given particular priority, as well as people arriving from inaccessible areas.

In order to respond to the identified needs, the sector will focus on the following pillars:

- Continued tracking, registering and monitoring of displacement in order to inform coordinated, life-saving and timely multi-sectoral assistance. The Reception Management Strategy, currently operational in nine locations (Bama, Banki, Dikwa, Gwoza, Jere, Mafa, Monguno, Ngala, Nganzai and Pulka LGAs) provides for the continued registration of IDPs in sites and reception centres and for a flexible and efficient response to sudden mass displacements;
- Continued support and scale-up of dedicated camp management and site facilitation to improve physical conditions in sites. This will be achieved through continuous deployment of CCCM/DMS staff, trainings for camp managers, and inclusive and consistent community participation through multi-sector sensitization. Camp management partners will continue monitoring existing complaint feedback mechanisms and empower IDPs and IDP committees through on-the-job and CCCM trainings. Special measures will be taken to ensure that women are adequately represented in camp management structures to increase

BREAKDOWN OF PEOPLE IN NEED AND TARGETED BY POPULATION CATEGORY, SEX AND AGE

	BY POPULATION CATEGORY (IN MILLION)					BY SEX AND AGE	
	TOTAL SECTOR	IDPs	RETURNEES	HOST COMMUNITY	INACCESSIBLE	% FEMALE % MALE	% CHILDREN, ADULT, ELDERLY
People in need	1.3	0.8	0.1	-	0.5	54% 46%	60% 37%
People targeted	1.3	0.8	0.1	-	0.5	54% 46%	60% 37%
Financial requirements	19.5 million					Children (<18 years) Adult (18-59 years) Elderly (>59 years)	

their voice in decision-making and create a more enabling environment for receiving and addressing gender-sensitive complaints;

- Increased information-sharing with IDPs and the promotion of community-driven governance structures within the site facilitation framework – in camps, settlements and reception centres – through mobile and on-site dedicated teams;
- Referral pathways will be strengthened in all sites through close multi-sector coordination; and
- In close coordination with other sectors, enhanced site improvements through coordinated site planning in order to improve living conditions, with priority given to congested camps, and access and availability of services in sites. This would include camp upgrading, care and maintenance interventions - including the installation and improvement of key infrastructure in priority sites with drainage/mitigation tools - suitability assessments, coordinated relocations and local integration strategies. This will be informed by comprehensive gap analyses, through consistent engagement with communities, and timely advocacy, together with the Protection sector, for the decongestion of camps with local authorities. The sector will also regularly assess IDP intentions regarding durable solutions and conditions in return areas.

The humanitarian-development nexus

Interventions aimed at local integration and durable solutions, in particular in host communities, will be supported through activities from both the CCCM and Shelter/NFI sectors (which are merged at field level) and strengthened in 2020 and 2021. This will be through the camp governance structures and with the community committees to progressively leverage the capacity of IDPs to smoothly adapt to the return process. Community participation and community empowerment activities will be carried out jointly with development partners where they are operational.

The sector will conduct IDP preference and return intention surveys to encourage return or resettlement in safer and more conducive locations. The sector will also support the registration of IDPs who are willing to return and facilitate go-and-see visits accordingly.

Centrality of protection

The CCCM/DMS sector aims to strengthen protection mainstreaming in all CCCM activities, including through:

- Optimizing the use of feedback complaint mechanisms in sites and reception centres to ensure the safety and security of IDPs, freedom of movement, quality of the response, and adequate and timely use of referral pathways.
- Training of CCCM/DMS staff on the 2015 Inter-Agency Standing Committee (IASC) Guidelines for integrating GBV interventions in humanitarian action and on protection mainstreaming.
- Continued participation of IDPs, women, youth and marginalized groups in community governance structures and decision-making committees.

REQUIREMENTS (US\$)



16.5M

OF PARTNERS IN HRP



3

COORDINATION OBJECTIVE 1

1 Provide enhanced coordination services to ensure timely, effective and principled assistance and protection services to conflict-affected people in north-east Nigeria.

RELATES TO SO1, SO2 AND SO3

COORDINATION OBJECTIVE 2

2 Support inter-agency and multi-sectoral protection and assistance delivery in inaccessible, conflict-affected areas by establishing and maintaining humanitarian hubs.

RELATES TO SO1, SO2 AND SO3

COORDINATION OBJECTIVE 3

3 Deliver critical security support services to facilitate the ongoing and scaled-up delivery of humanitarian assistance.

RELATES TO SO1, SO2 AND SO3

COORDINATION

Summary of needs

As humanitarian needs remain acute and resources are limited, robust coordination is critical in ensuring a timely, effective and principled response in north-east Nigeria. The operational environment remains complex, with over 84 humanitarian organizations (national and international) targeting 6.1 million people across Borno, Adamawa and Yobe states in 2019. Complexities are deepened by intricate governmental coordination mechanisms where state structures are autonomous and do not necessarily mirror those at federal level. This requires the humanitarian community to interact at federal level on strategic issues and at state level largely on operational issues with key government counterparts including the Inter-Ministerial Task Force (IMTF) led by the State Minister of Budget and National Planning, the National Emergency Management Agency (NEMA) and the Presidential Committee on the North-East Initiative (PCNI).

Decentralization of coordination structures continues in Local Government Areas (LGAs) through the Local Coordination Mechanism that was established in 2017 and is currently operational in 16 locations. Essential humanitarian infrastructure has also been established with the operationalization of nine humanitarian hubs to help enable a sustained presence and response in inaccessible locations. At the same time, as the crisis is now in its tenth year and areas begin to stabilize, the nature and severity of the needs begins to vary more across the three states. This presents opportunities for nexus and resilience programming, and requires increased engagement and coordination with more development actors at federal, state and LGA levels.

The year 2018 saw significant steps towards a more principled humanitarian response with the endorsement of the Humanitarian Country Team (HCT) Access Strategy, Civil-Military Coordination (CMCOORD) Guidance document, and Centrality of Protection Strategy. The Nigeria Humanitarian Fund (NHF) continued to scale up with the disbursement of \$20 million under four

Reserve Allocations and \$17 million under a Standard Allocations⁵⁴, while the use of cash as a modality for delivering assistance also increased.

Response plan

Coordination and support service partners will prioritize the strengthening of light and fit for purpose coordination structures and enhanced efforts at all levels for more effective humanitarian action including supporting aid delivery in inaccessible areas through establishing and maintaining humanitarian hubs and delivering critical security support services.

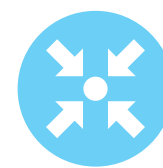
Coordination and support services will be managed under the leadership of the Humanitarian Coordinator and Deputy Humanitarian Coordinator based in Abuja and Maiduguri respectively. At the federal level, the HCT will complement Government-led mechanisms including the IMTF, NEMA, PCNI and the newly created (not yet operational) North-East Development Commission (NEDC). The HCT, with support of the Operational HCT (OHCT), will continue to provide strategic direction for a timely, effective and principled humanitarian response.

In the north-east, the Inter-Sector Working Group (ISWG) will work to support the humanitarian leadership and will engage with relevant state level government coordination mechanisms to address inter-sectoral issues. The ISWG will fulfill its core functions of: supporting service delivery; supporting joint analysis, planning and monitoring; advocacy; and integrating cross-sectoral issues into the response, including gender, age, diversity, protection and early recovery. Preparedness will be emphasized, including for ongoing influxes of new arrivals from inaccessible areas and for seasonal dynamics. Ensuring the integration of cash transfer programming and multi-purpose cash grants where appropriate will also be prioritized in coordination with the Cash Working Group. Through the Information Management Working Group, efforts will continue to ensure evidence-based analysis of the response to enhance

CONTACT

Crispen Rukasha
Sector Coordinator

rukasha@un.org



accountability to all stakeholders, while multi-sectoral needs assessments and analysis will help to prioritize the response. The Humanitarian Communications Working Group will continue to support public and private advocacy efforts, in line with the two-year HCT Advocacy Strategy (Apr 2018).

The Access and CmCoord Working Groups will continue to strengthen existing structures and frameworks, ensure ongoing engagement at all levels on humanitarian principles and the promotion of unhindered safe, rapid and unimpeded humanitarian access to the affected people and vice versa, and enable the operationalization of access modalities. A strong link will be maintained with the authorities to address the administrative bottlenecks that impact the timeliness and quality of the response. Ongoing cross-border coordination and cooperation with Cameroon, Niger and Chad will be strengthened to address the regional dimensions of the crisis.

Under the leadership of the HC, and building on the successes recorded in 2018, the NHF will be leveraged as a flexible and strategic funding mechanism to help address critical needs identified in the Humanitarian Response Plan (HRP). Advocacy through the NHF-Private Sector Initiative will continue in order to facilitate more private funding for the humanitarian response.

Establishing and maintaining humanitarian hubs will continue in 2019 to enable humanitarian workers – both UN and NGOs – to be more effective in delivering assistance in inaccessible areas. UNDSS will enable humanitarian action by providing security support services.

Centrality of protection

In line with the HCT's Centrality of Protection strategic objectives, humanitarian coordination structures will contribute to: improving the protection environment, enhancing freedom of movement and access, and mainstreaming protection into humanitarian programming and decision-making. Protection will remain a priority agenda in coordination forums, while the ISWG will continue to play an instrumental role in promoting integration of protection into multi-sector assessments, planning, response and advocacy.

The humanitarian-development nexus

Consistent with the changing context, the Grand Bargain commitments and the New Way of Working, the coordination forums will promote the humanitarian-development nexus through active engagement with the Government of Nigeria and other stakeholders. Localization will be promoted as a response strategy to enable strengthened government leadership and stronger engagement of local NGOs as first responders, including through increased NHF support to local NGOs.

REQUIREMENTS (US\$)


3.4M

OF PARTNERS IN HRP


1

ETS OBJECTIVE 1

1 Support effective IT response through coordination and information-sharing activities.
RELATES TO SO1 AND SO2

ETS OBJECTIVE 2

2 Provide security telecommunications-related services and ICT emergency preparedness activities.
RELATES TO SO1 AND SO2

ETS OBJECTIVE 3

3 Provide reliable internet for the humanitarian community in common operational areas.
RELATES TO SO1 AND SO2

CONTACT

Ekue Ayih
Sector Coordinator

Nigeria.ETS@wfp.org

EMERGENCY TELECOMMUNICATIONS



Summary of needs

A decade into the crisis, communications infrastructure remains severely affected, characterized by a lack of – or non-existent – reliable and safe telecommunications, mobile networks and Internet services, especially outside of urban areas. This gap was identified as one of the main impediments to enable humanitarian programming and ensure the safety of humanitarian actors when operating in a complex operational environment.

Since its activation in November 2016, the Emergency Telecommunications sector (ETS) has been providing critical shared security telecommunications services in the capital states in Maiduguri and Damaturu, and Internet and security telecommunications in the eight humanitarian hubs in Borno State. Results from user feedback surveys conducted by ETS in August 2018 confirmed that existing ETS security telecommunications and Internet connectivity are critical to fill communications gaps across the BAY states.

Given the imperative of ETS communications services, especially in field locations, a continuous power solution is required to ensure the provision of reliable services 24/7. In August 2018, ETS carried out assessments in the eight humanitarian hubs to map specific technical requirements for the planned hybrid power solution.

Response plan

In 2018, the ETS worked closely with its partners, including UN agencies, international and national NGOs, to ensure a coordinated and efficient response through the timely provision of communications services to the entire humanitarian community. Throughout 2019, the ETS will maintain this approach and implement the following activities:

- Continue the provision of coordination and information management activities. To ensure a coherent response and minimise duplication of efforts, the ETS will continue to provide coordination and information management services. The ETS will participate in relevant sector meetings, including the Logistics and Food Security sectors, and organise regular

dedicated ETS coordination meetings in Maiduguri. The ETS will also continuously assess communications needs of the broad humanitarian community across the north-east during frequent field missions. Updated ETS information products, including but not limited to dashboards, situation reports, infographics, operational documentation and meeting minutes, will be produced, disseminated among global and local partners and posted on the Nigeria emergency page on the ETCluster.org platform;

- Maintain Internet and security telecommunications services in nine areas currently covered with ETS services in Borno and Yobe states, and extend those services to new operational areas as humanitarian needs and operations require. In 2019, the ETS security telecommunications services covering Maiduguri and Damaturu as well as the ETS Internet connectivity and security telecommunications services deployed in the humanitarian hubs in Bama, Banki, Damasak, Dikwa, Gwoza, Maiduguri, Monguno and Ngala will be maintained. In addition, the ETS will deploy services in new operational areas across the north-east as per HCT recommendations;
- Deploy a hybrid power supply solution for a continuous provision of ETS services at the humanitarian hubs: To complement the existing solar back-up system in place for ETS radio infrastructure and overcome fuel shortages affecting the generators' power supply in the hubs, the ETS is planning to deploy a hybrid power solution to ensure ETS services are available 24/7;
- Continue delivering capacity-building activities to humanitarian actors and government counterparts. The ETS will provide training on security telecommunications procedures for the entire humanitarian community, on a demand basis, to ensure an efficient use of ETS security telecommunications services. Technical radio training and capacity building activities for government counterparts and humanitarian partners will also be conducted; and

- Assess the communication needs of affected communities (including men, women, boys and girls) to enable them to make informed decisions and help re-establish their lives. The ETS will conduct an assessment to identify communications gaps of affected communities in the three BAY states and evaluate how ETS can address those gaps or report to relevant sectors and actors.

Centrality of protection


In line with the Global Emergency Telecommunication Cluster (ETC) Services for Communities (S4C) initiative, looking at providing ETS services to affected communities, the ETS will carry out an S4C mission in the north-east in early 2019 to identify and map communications gaps impacting affected populations and explore measures to fill those gaps. Emergency telecommunications initiatives and solutions for communities are an important tool for enhancing the humanitarian community's engagement with communities and accountability to affected populations, in particular through community complaints and feedback mechanisms, which also can play a critical role in conveying and mitigating protection risks.

The humanitarian-development nexus

Since its activation in November 2016, the ETS has been providing vital communications services to the humanitarian community in two of the three most-affected states in north-east (Borno and Yobe states). Following consultations with partners throughout 2018, the ETS will expand communications services to Adamawa State in 2019 to support response activities.

To ensure continuity of services in the long term, as well as the timely provision of required technical support, the ETS will work towards recruiting and transferring knowledge to local ETS staff, in line with the localization agenda. Moreover, the ETS will continue building the capacity of local Information and Communications Technology (ICT) actors and government counterparts. This will be achieved through specialised training sessions on security telecommunications technology, as well as strengthening the collaboration mechanisms of humanitarian partners and governmental agencies involved in the humanitarian response to be better prepared for future crises.

PART III: ANNEXES



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GUIDE TO GIVING

CONTRIBUTING TO THE HUMANITARIAN RESPONSE PLAN



To see the country's Humanitarian Needs Overview, Humanitarian Response Plan and monitoring reports, and donate directly to organisations participating to the plan, please visit:

humanitarianresponse.info/operations/nigeria

DONATING THROUGH THE CENTRAL EMERGENCY RESPONSE FUND



The Central Emergency Response Fund (CERF) provides rapid initial funding for life-saving actions at the onset of emergencies and for poorly funded, essential humanitarian operations in protracted crises. The CERF receives contributions from various donors – mainly governments, but also private companies, foundations, charities and individuals – which are combined into a single fund. This is used for crises anywhere in the world. Find out more about the CERF and how to donate by visiting the CERF website:

unocha.org/cerf

DONATING THROUGH THE NIGERIA HUMANITARIAN FUND



The Nigerian Humanitarian Fund (NHF) is a Country-based Pooled Fund (CBPF). CBPFs are multi-donor humanitarian financing instruments established by the Emergency Relief Coordinator and managed by OCHA at the country level under the leadership of the Humanitarian Coordinator. Find out more about the NHF by visiting:

unocha.org/nhf

For information on how to make a contribution, please contact:

ocha-nhf@un.org

IN-KIND RELIEF AID

The United Nations urges donors to make cash rather than in-kind donations, for maximum speed and flexibility, and to ensure the aid materials that are most needed are the ones delivered. If you can make only in-kind contributions in response to disasters and emergencies, please contact:

logik@un.org



REGISTERING AND RECOGNISING YOUR CONTRIBUTIONS



The Financial Tracking Service (FTS) records all reported humanitarian contributions (cash, in-kind, multilateral and bilateral) to emergencies. Its purpose is to give credit and visibility to donors for their generosity, track the total amount of funding required and received and expose gaps in humanitarian plans. Please report yours to FTS, either by email to fts@un.org or through the online contribution report form at fts.unocha.org/content/report-contribution.

WHAT IF... WE FAIL TO RESPOND?

FOOD INSECURITY CONTINUES WITHOUT ADEQUATE AGRICULTURAL SUPPORT AND LIVELIHOOD OPPORTUNITIES



Food insecurity will persist among an estimated 2.7 million people if adequate food and livelihoods assistance is not sustained. Improvements in food security indicators will likely relapse if assistance is slowed down as the food security situation remains fragile. Limited livelihood opportunities will likely increase food insecurity and result in continued heavy dependence on food assistance.

PROTECTION ISSUES PERSIST IN A HIGHLY VOLATILE AND FLUID ENVIRONMENT



Approximately 5 million people in Borno, Adamawa and Yobe states will be at heightened risk of protection-related issues, including continual displacement, violence, abuse, exploitation and violations of their fundamental human rights. The continuing humanitarian needs related to inadequate access to food, basic services and livelihood opportunities, among others, will further expose affected populations – especially women and children – to transactional sex and other negative coping mechanisms. More than 800,000 women, girls, men and boys living in dire conditions in inaccessible areas will continue to be without access to life-saving services.

NUTRITION SITUATION WILL REMAIN AT CRITICAL LEVELS



Over 73,000 children suffering from SAM, and 48,000 children suffering from MAM will be at risk of death.⁵⁵ Children coming from inaccessible areas will be at greater risk with much higher rates of malnutrition: 41 per cent are acutely malnourished⁵⁶. Over one million children will face moderate and severe acute malnutrition, experience medical complications and be at higher risk of dying due to inadequate coverage of health services, especially in-patient treatment facilities, and limited referral mechanisms.

DISPLACED FAMILIES HAVE LIMITED ACCESS TO QUALITY BASIC SERVICES, OVER-BURDENING THEIR HOSTS



The 1.8 million IDPs currently living in deplorable conditions in camps, camp-like settings and within host communities will continue to suffer. Of those who live in camps or camp-like settings, 60 per cent live in high levels of congestion and will continue to be exposed to heightened protection risks, shelter overcrowding, unhygienic conditions, limited access to water, malnutrition, and higher risks of diseases. Hundreds of thousands of displaced populations from inaccessible areas will be without life-saving assistance upon arrival at reception centres.

RETURNING POPULATIONS IN PLACES OF ORIGIN FACE THE SAME CHALLENGES AS WHEN THEY WERE DISPLACED



About 1.6 million who have returned to areas with limited services and no access to livelihoods will continue facing challenges. These returnees will be at risk of further displacement. If not assisted, they will have to find alternative locations where basic social services and structures are available.

LACK OF ACCESS TO EDUCATION DIMINISHES THE HOPE FOR CHANGE AND RETURN TO NORMALCY



An estimated 2.2 million children who currently have no access to quality education will remain in an idle state and at risk of negative coping mechanisms. Children out of school are at great risk of exposure to abduction, kidnappings, enslavement, forced recruitment into armed groups, and use in suicide attacks. The new generation of hope, with these children accessing education for a better future, will be completely diminished.

PARTICIPATING ORGANISATIONS AND FUNDING REQUIREMENTS

ORGANISATIONS	REQUIREMENTS (US\$)
ACT Alliance / Norwegian Church Aid	2,450,758
Action Contre la Faim	59,522,680
Adventist Development and Relief Agency	4,549,000
Agency for Technical Cooperation and Development	5,107,150
Albarka Health Spring Foundation	180,000
Alliance for International Medical Action	4,870,000
CARE International	1,237,124
Catholic Caritas Foundation of Nigeria	900,000
Catholic Relief Services	16,342,750
Centre for Community Development and Research Network	300,000
Centre for Community Health and Development International	825,000
Centre for Social Change and Economic Development Nigeria	585,165
Cooperazione Internazionale - COOPI	8,858,851
Danish Refugee Council	10,401,151
Dibal 360 Nikao Foundation	750,000
Ekklisiyar Yan' uwa a Nigeria	559,999
Family Health International	3,204,337
Food & Agriculture Organization of the United Nations	35,360,500
Global Education Emergencies Support Initiatives	800,000
GOALPrime Organization Nigeria	1,001,000
Grassroot Initiative for Strengthening Community Resilience	500,000
Green Concern for Development	2,636,180
Grow Strong Foundation	832,152
Hallmark Leadership Initiative	94,707
Hope and Rural Aid Foundation	5,420,000
Integrated Aid for Helpless Mankind Foundation	300,000
International Organization for Migration	66,368,630
International Rescue Committee	29,779,884
INTERSOS Humanitarian Aid Organization	12,356,839
Jireh Doo Foundation	204,880
Kanem Borno Human Development Association	1,102,512
Life and Hope Initiatives	240,000
Life At Best Development Initiative	1,034,000
Life Helpers Initiative	293,647

ORGANISATIONS	REQUIREMENTS (US\$)
Lindii Peace Foundation	602,082
Majesty Community Rural Development Foundation	1,003,000
Malteser International Order of Malta World Relief	2,655,790
Médecins du Monde France	3,760,000
Mercy Corps	14,000,000
Mines Advisory Group	1,040,000
Nigerian Bar Association	1,227,776
Northern States Christians Elders Forum	137,742
Norwegian Refugee Council	11,598,029
Office for the Coordination of Humanitarian Affairs	8,360,019
Plan International	15,323,963
Restoration of Hope Initiative	950,000
Salient Humanitarian Organization	917,639
Sanitation and Hygiene Education Initiative	332,456
Save the Children	6,000,000
Sheriff Aid Foundation	393,628
SOS Children's Villages	397,186
Stichting ZOA	7,452,397
Street Child Organization	5,200,000
Taimako Community Development Initiative	313,198
Terre des Hommes - Lausanne	1,187,500
The Pastoral Resolve	283,989
Tulips International Foundation	900,000
UN Women	8,932,000
United Nations Children's Fund	119,695,974
United Nations Department of Safety and Security	2,300,000
United Nations Development Programme	10,000,000
United Nations High Commissioner for Refugees	44,944,023
United Nations Humanitarian Air Service	24,703,035
United Nations Mine Action Service	5,255,000
United Nations Population Fund	32,453,622
Women in the New Nigeria and Youth Empowerment Initiative	895,000
World Food Programme	211,285,023
World Health Organization	23,334,614
Youth Integrated for Positive Development Initiative	900,000
TOTAL	847,703,581

STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

RESPONSE PLAN: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

Strategic Objective 1 (SO1): Save lives by providing timely and integrated multi-sector assistance and protection interventions to the most vulnerable.

INDICATOR	BASELINE	IN NEED	TARGET
Number of people having adequate access to temporary safe water facilities and services as per sector's standard	70,943	172,096	130,000
Number of eligible individuals biometrically registered or updated	1,700,000	500,000	450,000
Number of people receiving food assistance through the most appropriate modalities (ex: in-kind - dry rations, wet rations, ready-to-eat food kit; voucher, cash or multi-modality)	1,900,000	3,000,000	3,000,000
Number of new SAM cases newly admitted for treatment	367,526	367,526	264,146
Number of persons reached through mobile medical activities	2,500,000	3,200,000	2,900,000

Strategic Objective 2 (SO2): Enhance timely, unhindered and non-discriminatory access to multi-sector assistance and protection interventions through principled humanitarian action.

INDICATOR	BASELINE	IN NEED	TARGET
Number of vulnerable IDPs, IDP returnees and refugee returnees (disaggregated by women, girls, boys and men) screened, registered and monitored	254,561	1,500,000	1,100,000
Number of persons (disaggregated by women, girls, boys and men) with identified protection needs provided with protection-specific assistance items (including solar lanterns, dignity kits, hygiene materials and energy-efficient cooking sets)	200,391	500,000	200,000
Number of people reporting through community feedback mechanisms that humanitarian activities are effectively addressing their priority needs			
Number of beneficiaries reached through provision of multi-sectoral specialized GBV response services	0	583,927	209,441
Number of high-level meetings with government officials and security actors advocating rapid, safe and unhindered humanitarian access to all people in need		12	12

Strategic Objective 3 (SO3): Strengthen the resilience of affected populations and promote early recovery, voluntary and safe durable solutions to displacement and social cohesion.

INDICATOR	BASELINE	IN NEED	TARGET
Number of households supported with shelter repairs and improvement interventions	6684	62076	10000
Number of individuals supported to establish or scale up small businesses (including micro finance, cash grants, start-up kits, vouchers, financial literacy)	35984	5497669	80000
Number of people receiving livelihood inputs/assets through the most appropriate modalities (ex: in kind, voucher, cash or multi-modality)	1400000	2500000	2500000
Number of health facilities revitalized and providing services to the catchment population	60	200	120
Number of LGA departments supported with local governance restoration	2	65	33

FOOD SECURITY SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

FOOD SECURITY SECTOR OBJECTIVE 1: To improve the most vulnerable crisis-affected people's access to timely and appropriate food assistance, including fuel and energy related support, to meet their immediate food needs. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of people receiving food assistance through the most appropriate modalities (ex: in-kind - dry rations, wet rations, ready-to-eat food kit; voucher, cash or multi-modality)	1,900,000	2,700,000	2,700,000
Number of people provided with access to fuel-efficient technologies (e.g. fuel-efficient cookstoves, briquetting of agricultural/organic waste and solar energy) through the most appropriate modalities	26,000	1,000,000	500,000

FOOD SECURITY SECTOR OBJECTIVE 2: To strengthen resilience of crisis-affected people by re-establishing, improving and diversifying key agriculture livelihoods (including crop production, livestock, fisheries, forestry and natural resources management). **Relates to SO2 and SO3**

INDICATOR	IN NEED	BASELINE	TARGET
Number of people receiving livelihood inputs/assets through the most appropriate modalities (ex: in-kind, voucher, cash or multi-modality)	1,400,000	2,500,000	2,500,000
Number of people supported with community-based productive asset creation/enhancement activities	290,000	500,000	500,000
Number of people supported with agriculture extension services, agriculture-based business entrepreneurship, technology transfer, value addition and processing capacity building	62,000	300,000	300,000

FOOD SECURITY SECTOR OBJECTIVE 3: To strengthen timely, coordinated and integrated food security response through approaches that enhance local capacities and collaborate with other sectoral interventions. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of sector products contributing to food security advocacy	5	-	12
Number of joint trainings targeting local partners and stakeholders conducted together with other sectors, partners and stakeholders	3	-	12
Number of joint food security and nutrition assessments conducted with/among partners	1	-	4
Number of joint livelihood and market recovery assessments conducted with/among partners		-	4
Number of local partners receiving funding through the sector for food security intervention		-	8
Number of advocacy actions for increasing safe access to farmland/grazing area		-	2

PROTECTION SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

PROTECTION SECTOR OBJECTIVE 1: Enhance civilians' protection from harm and respond to specific needs and risks with timely and comprehensive protection services. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of vulnerable IDPs, IDP returnees and refugee returnees (disaggregated by women, girls, boys and men) screened, registered and monitored	254,561	1,500,000	1,100,000
Number of vulnerable persons (disaggregated by women, girls, boys and men) referred for protection services or other sectoral assistance, with follow up on service provision conducted		500,000	50,000
Number of persons (disaggregated by women, girls, boys and men) with identified protection needs provided with protection-specific assistance items (including solar lanterns, dignity kits, hygiene materials and energy-efficient cooking sets)	200,391	500,000	200,000
Number of people (IDPs, IDP returnees, refugee returnees, host community members, government officials, service providers and humanitarian workers, disaggregated by women, girls, boys and men) reached through mine risk education	350,000	770,000	475,000

PROTECTION SECTOR OBJECTIVE 2: Improve affected persons' access to their rights and strengthen the overall protection environment. **Relates to SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of persons (disaggregated by women, girls, boys and men) provided with access to legal documentation	255,413	2,000,000	500,000
Number of persons (disaggregated by women, girls, boys and men) provided with general legal aid and services in support of access to justice	10,661	100,000	50,000
Number of persons (disaggregated by women, girls, boys and men) receiving legal advice on housing, land and property rights	10,661	100,000	50,000
Number of persons (IDPs, IDP returnees, refugee returnees, host community members, government officials, service providers and humanitarian workers, disaggregated by women, girls, boys and men) provided with training on protection principles	15,214	50,000	25,000

PROTECTION SECTOR OBJECTIVE 3: Promote the creation of conditions for safe, voluntary and durable solutions and enhance freedom of movement. **Relates to SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of hazardous areas identified with level of contamination, type and location			
Number of identified hazardous areas cleared from the presence of explosive hazards			
Number of housing, land and property disputes resolved (including eviction and security of tenure cases)		70,000	35,000
Number of persons (disaggregated by women, girls, boys and men) with identified protection needs benefitting from specialized livelihoods activities to counter negative coping mechanisms and promote self-reliance	25,258	500,000	150,000

CHILD PROTECTION SUB-SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

CHILD PROTECTION SUB-SECTOR OBJECTIVE 1: Girls and boys facing protection risks (family separation, gender-based violence, neglect and abuse) have access to responsive integrated case management services and referral to specialized services. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of unaccompanied and separated children and adolescents reunified with their families	700	1,500	1,400
Number of children affected by protection risks (family separation, violence, neglect, abuse, etc.) placed in alternative care arrangements	3,000	12,000	6,000
Number of children affected by protection risks (family separation, violence, neglect, abuse, etc.) benefitting from follow-up	3,000	12,000	6,000
Number of children and adolescents affected by protection risks who receive specialized support services	300	8,000	4,000
Number of child protection workers trained on standardized case management	350	500	250

CHILD PROTECTION SUB-SECTOR OBJECTIVE 2: Conflict-affected children, adolescents and caregivers receive quality psychosocial, mine risk education, life skills and livelihoods services to enhance their resilience and reintegration. **Relates to SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of children, adolescents and caregivers benefitting from mine risk education	350,000	770,000	475,000
Number of children, adolescents and caregivers benefitting from psychosocial, mental health support services and multi-sectoral livelihood support	400,000	840,000	575,000

INDICATOR	BASELINE	IN NEED	TARGET
Number of adolescents and caregivers of conflict-affected children who benefit from information on child care and child protection	80,000	400,000	250,000
Number of child protection workers trained on Child Protection Minimum Standards	500	1,000	500

CHILD PROTECTION SUB-SECTOR OBJECTIVE 3: Grave violations against children are monitored and reported and children and adolescents who have suffered from such violations, including those formerly associated with armed groups are supported to successfully reintegrate into their communities. **Relates to SO1 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of children and adolescents who have suffered from grave child rights violations benefitting from socio-economic assistance to successfully reintegrate into their communities	6,000	10,000	10,000
Number of children and caregivers who benefit from information on grave child rights violations	70,000	200,000	180,000

GENDER-BASED VIOLENCE SUB-SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

GENDER-BASED VIOLENCE SUB-SECTOR OBJECTIVE 1: Improve access to quality life-saving and well-coordinated GBV services that are responsive to the needs, rights and dignity of survivors and those at risk. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of beneficiaries reached through provision of multi-sectoral specialized GBV response services		583,927	209,441
Percentage of functional GBV referral pathways in place that includes multi-sectoral services for GBV survivors	35	100	100
Number of persons benefitting from training/capacity building initiatives to improve quality of service provision		3,000	1,500
Number of persons involved in and accessing information about availability of support services, referrals and reporting		600,590	200,000

GENDER-BASED VIOLENCE SUB-SECTOR OBJECTIVE 2: Strengthen community resilience, reintegration and systems that promote accountability for GBV/SEA and gender equality. **Relates to SO2 & SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of persons reached through sensitization and capacity building on GBV principles and prevention		1,600,445	805,559
Number of persons benefitting from empowerment, skills building and linkages to protective livelihood programs	20,192	100,019	35,000
Number of beneficiaries accessing services through women and girls, youth friendly spaces (WGYFS) within the communities	21,423	100,019	40,000
Number of persons benefitting from socio-economic assistance for women and adolescent girls (formerly) associated with armed groups (WAFAAG) and/or returning from captivity		7,000	7,000

GENDER-BASED VIOLENCE SUB-SECTOR OBJECTIVE 3: Promote GBV risk mitigation into humanitarian response efforts and support mechanisms for monitoring, information management and sharing. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number persons benefiting from capacity building on GBV integration including referral mechanisms and code of conduct		5,000	1,500
Percentage of safety audit/monitoring recommendations implemented		100	70
Percentage of ISP partners submitting monthly reports demonstrating ethical incident management, data collection and analysis	12	100	100

INDICATOR	BASELINE	IN NEED	TARGET
Percentage of community members reporting improved safety and comfort accessing humanitarian services/facilities		100	80

HEALTH SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

HEALTH SECTOR OBJECTIVE 1: To provide life-saving and life-sustaining humanitarian health assistance to affected IDPs, returnees and remaining population. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of out-patient consultations in health facilities supported by health partners	1,400,000	2,000,000	1,900,000
Percentage of Health facilities with referral mechanism to higher level of care and receive feedback from the referral point	24	60	50
Number of persons reached through mobile medical activities	2,500,000	3,200,000	2,900,000
Number of health facilities servicing IDPs and host community receiving essential medicines and equipment	624	1,881	900
Number of health facilities providing Clinical Management of Rape (CMR)	358	106	71
Number of beneficiary accessing health services through cash base transfer programming (CTP)	-	1,000,000	500,000

HEALTH SECTOR OBJECTIVE 2: To establish, expand and strengthen the communicable disease surveillance, outbreak prevention, control and response. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Percentage of outbreak alerts investigated within 48 hours	85	90	90
Percentage of health facilities supported by sector partners submitting weekly surveillance reports on time	69	90	90
Number of outbreaks responded and contained	1	1	1

HEALTH SECTOR OBJECTIVE 3: To strengthen health sector coordination, information management, health system restoration and strengthening linkages through Humanitarian-Development Nexus (HDN), with an emphasis on enhancing protection and enhancing access to health care services. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of joint assessments conducted per year	14	18	12
Number of health coordination meeting held	48	48	48
Number of information management products produced and disseminated	120	60	60
Number of health facilities revitalized and providing services to the catchment population	60	200	120

NUTRITION SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

NUTRITION SECTOR OBJECTIVE 1: Strengthen the quality and scale of preventative nutrition services for most vulnerable groups through supplementary feeding activities, appropriate infant and young child feeding practices, micronutrient supplementation and optimal maternal nutrition. **Relates to SO1**

INDICATOR	BASELINE	IN NEED	TARGET
Number of beneficiaries (disaggregated by sex/age) reached with BSFP in a community	1,689,645	1,689,645	815,754
Number of Children 6-59 months reached with VIT A coverage	1,253,996	1,253,996	1,005,804
Number of care givers receiving skilled IYCF support	1,062,764	1,062,764	763,685
Number of beneficiaries receiving cash for prevention of acute malnutrition	1,062,764	1,062,764	763,685
Number of women reached with key GBV messages through nutrition services.	1,062,764	1,062,764	763,685

NUTRITION SECTOR OBJECTIVE 2: Improve access to quality curative nutrition services through the most appropriate modalities, systematic identification, referral, and treatment of acutely malnourished cases in collaboration with the health sector to enhance sustainability. **Relates to SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of screening for acute malnutrition conducted	2,391,218	2,391,218	2,152,096
Number of new SAM cases newly admitted for treatment	367,526	367,526	264,146
Number of New MAM cases admitted for treatment	726,941	726,941	389,307
Percentage of Nutrition treatment sites integrated within a health facility	988	988	80
Percentage of nutrition sites where community members reporting improved safety and comfort accessing nutrition services	988	988	80

NUTRITION SECTOR OBJECTIVE 3: Reinforce appropriate coordination with other sectors and strengthen situation monitoring by undertaking joint assessments and analysis, while strengthening integrated response that mainstreams protection. **Relates to SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of reception sites receiving new arrivals with routine assessment done	15	15	15
Number of joint assessment conducted with other sectors such as Food Security	4	4	4
Number of Nutrition sector assessments and monitoring that includes GBV risk analysis	4	4	4
Percentage of nutrition staff who have received orientation on the GBV referral pathway and can refer survivors to appropriate care	298,332	298,332	80
Percentage of nutrition partners project interventions integrating at least 2 other sectors	20	20	80

SHELTER AND NON-FOOD ITEMS SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

SHELTER AND NON-FOOD ITEMS SECTOR OBJECTIVE 1: Ensure sufficient, coordinated and adequate delivery of emergency shelter solutions and shelter repair assistance to respond to the immediate shelter needs of the affected people. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of households provided with emergency shelter solutions	30,213	412,055	50,000

SHELTER AND NON-FOOD ITEMS SECTOR OBJECTIVE 2: Deliver transitional shelters and repair assistance to respond to the specific shelter needs of the affected people. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of households provided with transitional shelter solutions	14,336	142,358	16,000
Number of households provided with shelter cash assistance	4,194	53,384	6,000
Number of households supported with shelter repairs and improvement interventions	6,684	62,076	10,000

SHELTER AND NON-FOOD ITEMS SECTOR OBJECTIVE 3: Deliver flexible coordinated, adequate and harmonized NFI kits to the affected population. **Relates to SO1**

INDICATOR	BASELINE	IN NEED	TARGET
Number of households provided with non food items (NFI) in kind and cash	41,948	341,897	56,250

SHELTER AND NON-FOOD ITEMS SECTOR OBJECTIVE 4: Monitor the delivery of coordinated, adequate and harmonized shelter and NFI kits to affected population. **Relates to SO1**

INDICATOR	BASELINE	IN NEED	TARGET
Number of post-distribution monitoring reports produced	12	12	12
Number of post-construction monitoring reports produced	-	12	12

EDUCATION SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

EDUCATION SECTOR OBJECTIVE 1: Conflict-affected children and adolescents have access to inclusive quality basic education and vocational skills opportunities within a safe learning environment. **Relates to SO1**

INDICATOR	BASELINE	IN NEED	TARGET
Number of conflict-affected boys and girls (3-17 years) attending a learning centre or school	400,000	2,249,424	1,584,831
Number of conflict-affected boys and girls (3-17 years) accessing alternative basic education models (Integrated Qur'anic Education and accelerated learning programmes)	100,000	2,249,424	500,000
Number of TLS, classrooms constructed, rehabilitated, reopened or vacated	1,200	5,000	3,000

EDUCATION SECTOR OBJECTIVE 2: Conflict-affected children and adolescents receive quality and conflict sensitive educational services to enhance their resilience. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of conflict-affected boys and girls (3-17 years) benefiting from learning supplies including ECD kits	400,000	2,249,424	1,584,831
Number of teachers (m/f) trained in psychosocial support skills and positive discipline	3,000	20,000	6,000
Number of teachers (m/f) trained in improved teaching and learning approaches	3,000	20,000	6,000
Number of conflict-affected boys and girls (3-17 years) provided with sex segregated WASH facilities	100,000	500,000	400,000

EDUCATION SECTOR OBJECTIVE 3: Communities have increased capacity to participate in school development and risk reduction planning and demand equitable access to conflict sensitive quality education for all children and adolescents. **Relates to SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of school-based management committee (SBMCs) members (m/f) trained	2,400	12,000	4,000
Number of schools/learning centres that have student groups/clubs to promote children's participation and life skills including peace and sports clubs	10	3,000	500

WATER, SANITATION AND HYGIENE SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

WATER, SANITATION AND HYGIENE SECTOR OBJECTIVE 1: Affected people have safe and equitable access to a sufficient quantity of water for domestic needs, as per sector's standard. **Relates to SO1 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of people having adequate access to temporary safe water facilities and services as per sector's standard	70,943	172,096	130,000
Number of people gaining access to adequate safe water facilities and services as per sector's standard through new construction and rehabilitation of water systems	513,007	3,269,818	400,000
Number of people whose water systems functionality is supported by sustained operations and maintenance (boreholes, pumps, solar panels, overhead tanks, taps, chlorination including monitoring of free residual chlorine, etc.)	2,256,577	3,441,914	3,100,000

INDICATOR	BASELINE	IN NEED	TARGET
Number of health and nutrition centres, schools and relevant public places provided with adequate safe water facilities and services as per sector's standards		250	250
Number of households receiving cash transfers and or vouchers to meet water needs as per sector's standard		35,000	10,000

WATER, SANITATION AND HYGIENE SECTOR OBJECTIVE 2: Affected people have safe and dignified access to improved sanitation facilities, as per sector's standard. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of IDPs in camps gaining access to gender segregated sanitation facilities and services (latrines, showers, handwashing stations) as per sector's standard	402,016	1,552,772	1,000,000
Number of people gaining access to Household latrines as per sector's standard	123,956	622,598	20,000
Number of people benefiting from sustained desludging and cleaning of their latrines as per sector's standard	486,440	1,552,772	1,000,000
Number of people benefiting from sustained environmental sanitation services (solid waste management)	678,187	1,552,772	1,000,000
Number of health and nutrition centres, Schools and relevant public places provided with adequate gender segregated sanitation (latrines, showers and handwashing) facilities and services as per sector's standard			250
Safety/consultation: Number of community members in FGD reporting improved safety and comfort accessing WASH facilities		1,000	1,000

WATER, SANITATION AND HYGIENE SECTOR OBJECTIVE 3: Affected people benefit from community-tailored gender- and age-sensitive hygiene messages aiming at hygienic behavior and practices as per sector's standard. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of people benefiting from community-tailored hygiene messages aiming at hygienic behaviors and practices	387,334	3,441,914	3,100,000

WATER, SANITATION AND HYGIENE SECTOR OBJECTIVE 4: Affected people benefit from basic gender- and age-sensitive hygiene items including top-ups as per sector's standard. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of people benefiting from basic hygiene items including top-ups	151,765	3,441,914	1,000,000
Number of households receiving cash transfers and or vouchers to meet their hygiene items needs including top-ups		35,000	10,000
Number of women/adolescent girls receiving appropriate sanitary materials for menstrual hygiene management		1,194,684	400,000

WATER, SANITATION AND HYGIENE SECTOR OBJECTIVE 5: Affected children admitted for SAM treatment benefit from WASH NFIs as per sector's standard. **Relates to SO1 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of children admitted for SAM treatment having received WASH NFIs as per sector's standards		274,000	155,000

LOGISTICS SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

LOGISTICS SECTOR OBJECTIVE 1: Strengthening humanitarian logistics through provision of direct support services. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of passengers transported by air	64,000		54,000
Number of organizations using humanitarian air services	100		70
Number of destinations served (air transport)	12		14
Number of organizations utilizing storage services	34		25
Square meters of common storage managed	6,720		4,440

LOGISTICS SECTOR OBJECTIVE 2: Facilitation of logistics coordination and information services to humanitarian actors. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of organizations participating in the Logistics sector coordination meetings	44		40
Number of information management products published, such as maps, sitreps, bulletins, snapshots, procedures and meeting minutes	80		60
Number of organizations using the humanitarian cargo movement notifications consolidation and coordination service	17		30

LOGISTICS SECTOR OBJECTIVE 3: Augmenting humanitarian actor's capacity to perform logistics duties. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of logistics trainings organized	14		6
Number of humanitarian responders trained in logistics	240		180

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EARLY RECOVERY AND LIVELIHOODS SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

EARLY RECOVERY AND LIVELIHOODS SECTOR OBJECTIVE 1: Improve access to infrastructure and basic social services through rehabilitation and reconstruction of public service facilities. **Relates to SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of affected population with access to basic community infrastructure	80,610	5,497,669	3,300,000
Number of basic community infrastructure rehabilitated and constructed	90	3,550	1,065

EARLY RECOVERY AND LIVELIHOODS SECTOR OBJECTIVE 2: Support livelihood stabilization. **Relates to SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of individuals supported to establish or scale up small businesses (including micro finance, cash grants, start-up kits, vouchers and financial literacy.)	35,984	5,497,669	80,000
Number of people employed through Cash-For-Work activities.	14,765	5,497,669	200,000
Number of people receiving vocational skills training	91,333	5,497,669	400,000

EARLY RECOVERY AND LIVELIHOODS SECTOR OBJECTIVE 3: Promote inclusiveness and peaceful co-existence among IDPs in HC, returnees and host communities. **Relates to SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of community reconciliation efforts undertaken	-	355	45
Number of communities participating in social cohesion or community security activities	20	355	245

EARLY RECOVERY AND LIVELIHOODS SECTOR OBJECTIVE 4: Support restoration of local governance administration and services. **Relates to SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of LGA departments supported with local governance restoration	2	65	33
Number of LGA staff supported with capacity building	60	13,000	3,300

DISPLACEMENT MANAGEMENT SYSTEMS (CCCM) SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS**DISPLACEMENT MANAGEMENT SYSTEMS (CCCM) SECTOR OBJECTIVE 1:** Tracking and monitoring the scope of internal displacements, returns and the needs for a comprehensive follow-up to inform interventions across all sectors. **Relates to SO1, SO2 SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of displacement tracking reports published	24	6	6
Number of eligible individuals biometrically registered or updated	1,700,000	500,000	450,000
Number of eligible households registered	2,500	6,000	4,000
Number of camp/ site profiles (including service monitoring) produced	18	24	12

DISPLACEMENT MANAGEMENT SYSTEMS (CCCM) SECTOR OBJECTIVE 2: Enhanced displacement management to ensure that minimum standards are upheld, and pathways reinforced for direct assistance through capacity building, community participation, on-site or mobile site facilitation and camp management support and case-by-case. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of camp and camp-like settings with adequate camp management support and site facilitation	146	275	155
Number of camp and camp-like settings decommissioned	19	30	20
Number of functional reception centres managed and/or improved	9	9	9
Number of site managers trained on CCCM	118	304	152
Number of local and IDPs leaders trained on CCCM issues	320	480	350

DISPLACEMENT MANAGEMENT SYSTEMS (CCCM) SECTOR OBJECTIVE 3: Support the maintenance, upgrade, care and decongestion of sites through site planning and improvements when required, as well as coordinated assistance. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of camps and camp-like settings where planning or development work is done with the participation of the camp and host population	10	20	10

COORDINATION SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS**COORDINATION SECTOR OBJECTIVE 1:** Ensure effective, principled and well-coordinated humanitarian action. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Regular HCT, OHCT and ISWG meetings at least monthly	75	72	72
Production of at least three OCHA information products monthly (e.g. humanitarian overview, humanitarian dashboard, 3Ws)	91	36	36
Number of Periodic Monitoring Report produced on a semi-annual basis, with HNO and HRP revision, when needed	2	2	2
Contingency plan updated and implemented, reflecting minimum preparedness actions	1	1	1

INDICATOR	BASELINE	IN NEED	TARGET
Capacity Building for humanitarian partners on Civil-military Coordination and Humanitarian Principles	-	17	17
Resources mobilized for the NHF (US\$)	44,000,000	100,000,000	60,000,000

COORDINATION SECTOR OBJECTIVE 2: Support inter-agency and multi-sectoral protection and assistance delivery in inaccessible conflict affected areas through establishing and maintaining humanitarian hubs. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Humanitarian hubs established and functional	9	3	3
Deep field locations upgraded to accommodate humanitarian workers	4	11	7
Humanitarian hub utility count	16,000	36,000	21,000

COORDINATION SECTOR OBJECTIVE 3: Deliver critical security support services to facilitate ongoing and scaled up delivery of humanitarian assistance. **Relates to SO1, SO2 and SO3**

INDICATOR	BASELINE	IN NEED	TARGET
Number of security briefings conducted in the north-east	44	58	14
Number of security officers deployed in the north-east	11	12	3
Number of security risk analysis and assessments conducted	16	22	6

EMERGENCY TELECOMMUNICATIONS SECTOR: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS

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EMERGENCY TELECOMMUNICATIONS SECTOR OBJECTIVE 1: Support effective IT response through coordination and information-sharing activities. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Maintain an information management and collaboration platform	1	-	1
Hold regular local and global ETS coordination meetings	12		20
Produce and share timely accurate ETS IM products	57		60
User satisfaction rate of ETS services	94		80
Map the communications needs of the affected population and evaluate how ETS can fulfil them	-		1

EMERGENCY TELECOMMUNICATIONS SECTOR OBJECTIVE 2: Provide security telecommunications-related services and ICT emergency preparedness activities. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of common operational areas covered by common security telecommunications network	9		13
Number of communications centres (COMCEN) established, upgraded and maintained	9		13
Number of inter-agency, I/NGOs and governmental organisations supported by the ETS	96		70
Number of ICT emergency management and/or technical radio training courses	-		2

EMERGENCY TELECOMMUNICATIONS SECTOR OBJECTIVE 3: Provide reliable Internet for the humanitarian community in common operational areas. **Relates to SO1 and SO2**

INDICATOR	BASELINE	IN NEED	TARGET
Number of inter-agency, I/NGOs and governmental organisations' staff who used ETS services	1,671		1,200
Number of common operational areas covered by Internet connectivity services	8		11
Number of humanitarian hubs with hybrid power supply system for the ETS infrastructure only	-		11

ACRONYMS

AAR	After-action review
BSFP	Blanket supplementary feeding programme
CBPF	Country-based Pooled Fund
CCCM	Camp coordination and camp management
CDRRR	Community-based disaster risk reduction
CERF	Central Emergency Response Fund
CH	Cadre Harmonisé
CJTF	Civilian Joint Task Force
CMCoord	Civil military coordination
COMCEN	Communications centre
COO	Coordination
CP	Child protection
CPIMS	Child Protection Information Management System
DMS	Displacement Management Systems
DTM	Displacement Tracking Matrix
ECC	Emergency Coordination Centre
ECCD	Early childhood care and development
EDG	Emergency Directors Group
EDU	Education
EFSA	Emergency Food Security Assessments
EiE	Education in Emergencies
ERC	Emergency Relief Coordinator
ERL	Early recovery and livelihoods
ESN	Emergency shelter and non-food items
ETC	Emergency Telecommunications Cluster
ETS	Emergency Telecommunications sector
EWARS	Early Warning and Alert Disease Response and Surveillance
FS	Food security
GA	General Assembly
GAM	Global acute malnutrition
GBV	Gender-based violence
GPS	Global Positioning System
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HCWG	Humanitarian Coordination Working Group
HDI	Human Development Index
HEA	Health
HH	Household
HIV	Human Immunodeficiency Virus
HNO	Humanitarian Needs Overview
HPC	Humanitarian Programme Cycle
HRP	Humanitarian Response Plan

IASC	Inter-Agency Standing Committee
ICT	Information and communications technologies
IDPs	Internally displaced persons
IED	Improvised explosive device
IHL	International humanitarian law
IM	Information management
IMTF	Inter-Ministerial Task Force
INGOs	International non-governmental organisations
IOM	International Organization for Migration
ISWG	Inter-Sector Working Group
IYCF	Infant and young child feeding
LCG	Local coordination group
LGA	Local Government Area
LOG	Logistics
MAM	Moderate acute malnutrition
MCRP	Multi-Sectoral Crisis Recovery Project
MNP	Micro-nutrient powder
MoBNP	Ministry of Budget and National Planning
MoE	Ministry of Education
MoH	Ministry of Health
MUAC	Mid-upper arm circumference
N/A	Not applicable
NEDC	North-East Development Commission
NEMA	National Emergency Management Agency
NFIs	Non-food items
NHF	Nigeria Humanitarian Fund
NNGO	National non-governmental organisations
NSAGs	Non-state armed groups
NUT	Nutrition
OCHA	Office for the Coordination of Humanitarian Affairs
OHCT	Operational Humanitarian Country Team
OISWG	Operational Inter-Sector Working Group
OTP	Out-patient therapeutic programme
PBIED	Person-borne improvised explosive device
PCNI	Presidential Committee for the North-East Initiative
PHC	Primary health care
PLW	Pregnant and lactating women
PMR	Periodic monitoring report
PRO	Protection
PSEA	Protection from sexual exploitation and abuse
PSS	Psychosocial support

RH	Reproductive health
RPBA	Recovery and Peacebuilding Assessment
RRM	Rapid response mechanism
SAFE	Safe Access to Fuel and Energy
SAM	Severe acute malnutrition
SBMC	School-based management committee
SEMA	State Emergency Management Agency
SGBV	Sexual and gender-based violence
SMC	Seasonal mass chemo-prevention
SMWASD	State Ministry of Women Affairs and Social Development
SMYSSD	State Ministry of Youth Sport for Social and Community Development
SUBEB	State Universal Basic Education Board
TBC	To Be Confirmed

TLS	Temporary learning space
UN	United Nations
UNDP	United Nations Development Programme
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Emergency Fund
UNSC	United Nations Security Council
USD	United States dollar
UXO	Unexploded Ordnance
VHF	Very high frequency
VIT A	Vitamin A
WASH	Water, sanitation and hygiene
WHO	World Health Organization
WSH	Water, sanitation and hygiene

ENDNOTES

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5. World Bank, North-East Nigeria Recovery and Peace Building Assessment: Synthesis Report, 2016.
6. World Bank, North-East Nigeria Recovery and Peace Building Assessment: Synthesis Report, 2016.
7. DTM, Round XXIV, August 2018.
8. DTM, ETT, 2018.
9. Drafted and implemented by the Camp Coordination and Camp Management sector.
10. Maiduguri-Monguno road.
11. DTM, Round XXV, October 2018.
12. According to the DTM, an individual is categorized as a returnee if she or he has moved back to their place of habitual residence prior to displacement. The DTM also collects information on shelter conditions of the returned individual or household to ensure that it matches the criteria of a physical return. A returnee is either returning home, residing with family members or living in a makeshift shelter (depending on the condition of the home). A person who returns close to or within the community from which she or he was originally displaced in, but has not returned back to his/her habitual place of residence, is not considered a returnee but secondarily (or additionally) displaced.
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33. World Bank, Nigeria Country Partnership Strategy, 2014-2017.
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38. These figures cannot represent the nutritional situation of all inaccessible populations but serve as proxy indicators.
39. <https://reliefweb.int/sites/reliefweb.int/files/resources/64057.pdf>
40. 2018 Multi-Sector Needs Assessment, REACH

41. No humanitarian actors, national or international, have sustainable access, especially with 'hard' programming.
42. Including the two aid workers executed by NSAGs
43. Cadre Harmonisé report, October 2018.
44. Health Sector, as of mid-September 2018.
45. UNICEF, Multiple Indicator Cluster Surveys, 2018
46. A recent WHO preliminary analysis confirmed that SMC, consisting of three rounds of monthly prophylactic antimalarial medication delivered through house-to-house visits, could reduce malaria morbidity and mortality by around 46 per cent among in children under five.
47. Human Rights Watch Report, They Set the Classrooms on Fire: Attacks on Education in the North East Nigeria, 2016.
48. REACH, Multi-Sector Needs Assessment Joint Analysis, August 2018
49. Office of the Special Representative of the Secretary-General for Children in Armed conflict, Working Paper No. 1, 2018.
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53. Bama, Damboa, Dikwa, Gwoza, Konduga, Mobbar, Monguno, MMC, Jere and Nganzai in Borno State; Michika, Madagali, Mubi North, Mubi South, Maiha Girei, Yola North, Yola South, and Numan in Adamawa State; Geidam and Gujba in Yobe State.
54. Of this, an estimated \$3 million was given to nine local NGOs in the Standard Allocation.
55. One in every five children of the 367,000 suffering from severe acute malnutrition, and one in every 15 of the 727,000 children suffering with moderate acute malnutrition will be at risk of death.
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GOVERNMENT COSTING FOR STRENGTHENING RESILIENCE IN THE LAKE CHAD BASIN

Évaluation des coûts liés au renforcement de la résilience par les gouvernements des pays du bassin du lac Tchad



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Design (*Designer*): Wen Tang

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Final boundary between the Republic of the Sudan and the Republic of South Sudan has not yet been determined.

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La frontière entre la République du Soudan et la République du Soudan du Sud n'a pas encore été définitivement arrêtée.

.....FOREWORD (*AVANT-PROPOS*)

Poverty, climate change and violent conflict have impacted lives and livelihoods in the Lake Chad Basin, negatively affecting millions of people. The situation is affecting freedom of movement, security and economic activities. Furthermore, the compounded impact of unsustainable resource-use practices by a growing population has added an additional environmental stress. There is a critical need for humanitarian assistance and at the same time an urgent need for increased and accelerated action for sustainable development. Strengthening resilience will be key to enabling people to withstand shocks while stabilization and humanitarian activities are proceeding.

Over the past years, the four countries of the Lake Chad Basin have been working with partners towards these objectives. Jointly, we aim to support the most vulnerable (especially youth and women) and local communities to recover as quickly as possible and help prevent further deterioration of the crisis. There is a need to address high levels of inequality and support improved provision of social services and access to economic opportunities.

Achieving our goals in the region requires close engagement with development and civil society partners and communities in all four countries, enabling them to foster cohesive initiatives and tap into socio-economic opportunities, as well as to cooperate closely across borders. We are committed to addressing our challenges jointly, the recently established Governors' Forum for the Lake Chad Basin sub-region is a crucial step in that direction. We thank our partners for the support received and would encourage them to continue the engagement with a view to our common goal of the 2030 Agenda for Sustainable Development.

The High-Level Humanitarian Conference organized in Oslo in 2017 offered a much-needed focus on the humanitarian needs in the sub-region. This year's meeting in Berlin now provides a unique opportunity to bring all partners together to adopt more joined-up approach to humanitarian and development programming and move from 'delivering aid, to ending need'. We are looking forward to those discussions.

La pauvreté, les changements climatiques et les conflits violents ont bouleversé la vie de millions de personnes dans le bassin du lac Tchad. La liberté de mouvement, la sécurité et l'activité économique s'en sont trouvées profondément affectées. De plus, l'utilisation non durable des ressources naturelles par une population en pleine croissance exerce une pression supplémentaire sur l'environnement. Dans ces circonstances, le besoin d'assistance humanitaire se fait cruellement sentir et les mesures en faveur du développement durable sont urgentes. Par conséquent, il est crucial de renforcer les capacités de résilience des populations pour leur permettre de mieux résister aux chocs, tout en prêtant attention aux urgences humanitaires et en contribuant aux actions de stabilisation.

Ces dernières années, les quatre pays du bassin du lac Tchad et leurs partenaires se sont attelés à la réalisation de ces objectifs. Notre ambition commune est d'aider les populations les plus vulnérables, en particulier les jeunes et les femmes, ainsi que les communautés locales à se relever le plus rapidement possible afin de prévenir toute nouvelle détérioration de la situation. Pour ce faire, nous devons nous attaquer au niveau élevé des inégalités dans la région et améliorer la fourniture des services sociaux ainsi que l'accès aux opportunités économiques.

Ces objectifs exigent une étroite collaboration avec les communautés dans les quatre pays concernés afin de les aider à formuler des initiatives cohérentes et à exploiter les opportunités socio-économiques existantes tout en renforçant la coopération transfrontalière avec les partenaires du développement et de la société civile. Nous sommes déterminés à relever ensemble ces défis et à poursuivre la voie engagée par le Forum des Gouverneurs du bassin du Lac Tchad récemment établi, et qui constitue une étape cruciale dans cette direction. Nous remercions tous nos partenaires de leur soutien et les encourageons à continuer d'œuvrer afin de nous permettre d'atteindre notre objectif commun, qui est de réaliser le Programme de développement durable à l'horizon 2030.

La Conférence humanitaire d'Oslo sur le Nigéria et la région du lac Tchad qui a eu lieu en 2017 avait mis l'accent sur les besoins humanitaires dans la sous-région. La réunion de cette année à Berlin constitue une opportunité unique pour mobiliser tous les partenaires en vue d'une approche plus concertée, qui allie action humanitaire et développement car fournir une aide ne suffit plus, il faut mettre fin au dénuement. Nous nous réjouissons des discussions à venir.

HE (S.E.) Félix MBAYU

Minister Delegate to
the Minister of External
Relations in charge
of Relations with the
Commonwealth

*(Ministre délégué auprès
du Ministre des relations
extérieures chargé de
la coopération avec le
Commonwealth)*



Government
Representative
Cameroon

*(Représentant
du Gouvernement
du Cameroun)*

HE (S.E.) Cherif
Mahamat Zene

Minister of Foreign
Affairs

*(Ministre des Affaires
étrangères, de
l'Intégration africaine,
de la Coopération
internationale et de la
Diaspora)*



Government
Representative
Chad

*(Représentant
du Gouvernement
du Tchad)*

HE (S.E.) Brigi Rafini

Prime Minister and
Head of Government

*(Premier ministre et
Chef de gouvernement)*



Government
Representative
Niger

*(Représentant
du Gouvernement
du Niger)*

HE (S.E.) Zainab Ahmed

Minister of State for
Budget and National
Planning

*(Secrétaire d'État pour
le budget, Ministère du
Budget et du Plan)*



Government
Representative
Nigeria

*(Représentant
du Gouvernement
du Nigéria)*

.....FOREWORD (*ADDENDUM BY THE GOVERNMENT OF CHAD*)

Over the past years, the four countries of the Lake Chad Basin have been working with partners towards these objectives. In February 2017, the Oslo High-Level Humanitarian Conference placed a useful focus on the humanitarian needs of the sub-region, permitting donors to promise 672 million dollars, of which US\$458 million were for 2017 and 214 million for 2018. Only 32 per cent of funds have been covered. This was sufficient to increase the humanitarian response, prevent famine and strengthen regional cooperation. Outcomes will be even better if only funding achieves its maximum level and is oriented towards sustainable development initiatives.

.....AVANT-PROPOS (*ADDENDUM DU GOUVERNEMENT DU TCHAD*)

Ces dernières années, les quatre pays du bassin du lac Tchad et leurs partenaires se sont attelés à la réalisation de ces objectifs. En février 2017, la Conférence humanitaire de haut niveau de Oslo avait mis un accent utile sur les besoins humanitaires dans la sous-région, elle a permis aux bailleurs de promettre 672 millions de dollars dont 458 millions de dollars américains pour 2017 et 214 millions de dollars pour 2018. Seuls 32% de fonds ont été couverts. Cela a permis d'augmenter la réponse aux actions humanitaires, d'éviter la famine et de renforcer la coopération régionale ; les résultats seront encore meilleurs que si seulement le financement a atteint un taux maximum, et oriente vers des initiatives de développement durable.

..... Financial requirements for strengthening resilience in the Lake Chad Basin – methodological approach

Besoins financiers liés au renforcement de la résilience dans le bassin du lac Tchad : approche méthodologique

BUDGET NOTE CAMEROON

For resilience building initiatives in the LCB over the next three years, the Government of Cameroon hopes to mobilize **\$260,582,488.56**. This figure is based on the Recovery and Peacebuilding Assessment (RPBA) and the Recovery and the Peace Consolidation Strategy for Northern and East Cameroon (RPC). The RPC encompasses four regions (the Far North, North, Adamaoua and East). The calculation of the required amount is based on the population of the Far North Region, which represents 48 percent of the population of the four RPC regions. The RPC includes infrastructure construction and rehabilitation, but only the costs of building/rehabilitating key infrastructure contributing to resilience (e.g., construction of primary schools) are included here. To identify the infrastructure, discussions were held with the Ministry of Economy, Planning and Regional Development.

NOTE BUDGÉTAIRE DU CAMEROUN

Dans le cadre de la mise en œuvre des initiatives de renforcement de la résilience dans le bassin du lac Tchad au cours des trois prochaines années, le Gouvernement du Cameroun espère mobiliser quelque **260 582 488,56 dollars US**. Ce montant s'appuie sur l'Évaluation des besoins de relèvement et de consolidation de la Paix (RPC) et sur la Stratégie pour le relèvement et la consolidation de la paix dans les régions du Septentrion et de l'Est du Cameroun. La stratégie RPC couvre quatre régions (l'Extrême-Nord, le Nord, l'Adamaoua et l'Est). Le montant requis est calculé d'après la population de la région de l'Extrême-Nord qui représente 48 % des quatre régions couvertes par la stratégie RPC. Tandis que cette stratégie inclut la construction et la restauration des infrastructures, seuls les coûts liés à la construction et à la réhabilitation des principales infrastructures contribuant à renforcer la résilience (comme par exemple, l'édification d'écoles primaires) sont ici fournis. Le ministère de l'Économie, de la Planification et du Développement régional a participé au recensement des infrastructures concernées.

BUDGET NOTE CHAD

The Government of the Republic of Chad aims to mobilize **\$431,699,552.43** for resilience and sustainable development in the LCB. The costing is based on two important considerations: 1.) the dire lack of access to basic social services and 2.) the low exploitation of agricultural, pastoral and fisheries potential. These two components represent 91 percent of the required budget, as they are key to the local population's resilience in the medium and long term. The final Chad figure was reached following a participatory process of extended consultations under the leadership of the Governor of the Lake Chad Region, in consultation with national authorities and partners. To facilitate Chad's planning process for the Berlin Conference, the UN Resident Coordinator set up a technical committee at the national level, comprised of government officials, UN officials, humanitarian actors and civil society representatives. This technical committee worked closely with a technical team convened by the Governor of the Lake Chad Region to analyse and prioritize resilience needs based on available documentation. Both the priorities and the budget were discussed with all stakeholders and have been endorsed.

BUDGET NOTE NIGER

The Government of Niger aims to mobilize **\$484,100,000** for resilience and sustainable development in the LCB over the next three years. The costing process in Niger was very participatory; two national committees on the Berlin Conference were established: one on Humanitarian Action, led by OCHA, and the second on Stabilization, Resilience and Sustainable Development, led by UNDP. The Governor of Diffa and the President of the Regional Council, together with all major development and humanitarian actors working in Diffa, attended both committees' meetings. A joint meeting was organized by the Resident Coordinator/ Humanitarian Coordinator, bringing together members of the two committees for the validation of the documents. Once validated, documents were officially submitted to the President of the High Commission of the 3N Initiative (Les Nigériens

NOTE BUDGÉTAIRE DU TCHAD

Le Gouvernement de la République du Tchad entend mobiliser **431 699 552,43 dollars** pour renforcer la résilience et le développement durable dans le bassin du lac Tchad. L'établissement des coûts repose sur deux considérations importantes : 1) les services sociaux de base sont très peu accessibles ; et 2) le potentiel des activités agricoles, pastorales et halieutiques est sous-exploité. Ces deux composantes représentent 91 % des fonds requis, car elles jouent un rôle déterminant dans le renforcement de la résilience des populations locales à moyen et long terme. Le montant final qui ressort du budget établi par le Tchad résulte de l'aboutissement d'une démarche participative qui a permis de conduire de vastes consultations sous la direction du Gouverneur de la région du lac Tchad, en consultation avec les autorités et les partenaires nationaux. Afin de faciliter le processus de planification mené par le Tchad en prévision de la conférence de Berlin, le Coordonnateur résident des Nations Unies a mis en place un comité technique national comprenant des représentants issus du Gouvernement, des Nations Unies, du monde humanitaire et de la société civile. Ce comité a collaboré étroitement avec une équipe technique chargée par le Gouverneur de la région du lac Tchad d'analyser les besoins et de définir les priorités en matière de résilience en s'appuyant sur les documents disponibles. Les priorités ainsi que le cadre budgétaire ont été examinés et approuvés par l'ensemble des parties prenantes.

NOTE BUDGÉTAIRE DU NIGER

Le Gouvernement du Niger prévoit de mobiliser **484 100 000 dollars** en vue du renforcement de la résilience et du développement durable dans le bassin du lac Tchad au cours des trois prochaines années. Le processus national d'établissement des coûts a revêtu une forte dimension participative, avec la création de deux comités nationaux en vue de la Conférence de Berlin : un comité chargé de l'action humanitaire placé sous la direction du Bureau de la coordination des affaires humanitaires (OCHA) ; et un comité responsable de la stabilisation, de la résilience et du développement durable agissant sous l'égide du Programme des Nations Unies pour le développement (PNUD). Le Gouverneur de la région de Diffa et le Président du Conseil régional ainsi que tous les principaux acteurs des secteurs du développement et de l'aide humanitaire présents à Diffa ont participé aux réunions des deux

nourrissent les Nigériens) and through him, transferred to the High-level Committee on the Humanitarian-Development Nexus, overseen by the Prime Minister. A meeting of this high-level committee was held under the leadership of Prime Minister's Cabinet Director for the national level validation. The Government of Niger will have four documents: 1.) one on humanitarian interventions, 2.) one on resilience and development, 3.) one on stabilization and 4.) the consolidated humanitarian and development appeal, comprised of the three other documents.

The interventions and costing methodology for the Niger propositions were based on the required resources in the 'Disaster Recovery Plan for Diffa' and the President of Niger's 3N Initiative for Diffa. (The interventions are for Diffa and all 12 municipalities.) Both the plan and strategy have been costed in the above-mentioned documents and serve as the basis for stabilization and recovery interventions in Diffa. Interventions reflected in the Berlin document target food security, social cohesion, basic social and administrative services, reconstruction of the economy (especially for youth) and reconstruction of coordination mechanisms. The gap in resources reflects the amount to be mobilized to fully implement the Plan and the 3N provisions.

comités. Une réunion conjointe a été organisée par le Coordonnateur résident et Coordonnateur de l'action humanitaire afin de regrouper les membres des deux comités et procéder à la validation des documents. Une fois validés, ceux-ci ont été officiellement présentés au Haut-Commissaire à l'Initiative 3N (Les Nigériens nourrissent les Nigériens) qui les a ensuite transmis au Comité de haut niveau sur le Nexus Humanitaire-Développement, supervisé par le Premier ministre. Le Comité de haut niveau s'est réuni sous la direction du Directeur de cabinet du Premier ministre aux fins du processus de validation à l'échelle nationale. Le Gouvernement du Niger présentera quatre documents :

- 1) un document sur les interventions humanitaires ;
- 2) un document sur la résilience et le développement ;
- 3) un document sur la stabilisation ; et 4) l'appel consolidé en matière de développement et d'aide humanitaire, dans lequel figureront les trois autres documents.

La définition des interventions et la méthode d'établissement des coûts ayant servi à élaborer les propositions formulées par le Niger en vue de la Conférence de Berlin se sont appuyées sur les besoins décrits dans le plan de reprise après sinistre pour la région de Diffa et sur l'Initiative 3N du Président du Niger pour cette même région (les interventions visant la région de Diffa et l'ensemble des 12 communes). Le plan et la stratégie ont été chiffrés dans les documents susmentionnés et servent de guide aux interventions de stabilisation et de reprise mises en œuvre dans la région de Diffa. Les interventions décrites dans le document préparé en vue de la Conférence de Berlin portent sur la sécurité alimentaire, la cohésion sociale, les services administratifs et sociaux de base, la reprise économique (notamment les mesures en faveur des jeunes) et la reconstruction des mécanismes de coordination. L'écart entre les ressources correspond au montant à mobiliser pour mettre pleinement en œuvre le plan et les dispositions de l'Initiative 3N.

BUDGET NOTE NIGERIA

The total costs for critical stabilization and recovery needs in North-East Nigeria in the coming three years amount to **\$988,313,267**. The costing has been established based on a review and update of pending critical stabilization and recovery needs for the coming three years against the detailed costing of the 2016 North-East Nigeria Recovery and Peacebuilding Assessment (RPBA). It is important to note that the Nigeria RPBA, approved by the Government of Nigeria in 2016, has assessed in detail the needs to comprehensively and sustainably rebuild North-East Nigeria. The assessment has been prepared and implemented jointly by the six affected states and the Federal Government, led by the Vice President's Office, and has been supported by the World Bank, United Nations and European Union. A multi-stage consultation process was followed for the development of the assessment methodology, collection and validation of data, and the progressive corroboration of results. However, critical additional activities in the area of stabilization (security, reconciliation, reintegration and peacebuilding) have been added and costed, based on recent developments in the North-East.








The methodology for the present costing takes into account existing ongoing efforts of the Government of Nigeria, supported by the international community, and the fact that overall needs have changed since 2016. It also takes into account the need to sequence activities, whereby some interventions should start immediately to establish the foundations for longer-term interventions and trigger the gradual transition from humanitarian to development-focused interventions.

NOTE BUDGÉTAIRE DU NIGÉRIA

Les coûts totaux des besoins critiques de stabilisation et de relèvement au Nord-Est du Nigéria au cours des trois prochaines années s'élèvent à **988 313 267 dollars**. L'établissement de ces coûts s'appuie sur l'examen et l'actualisation des besoins cruciaux de stabilisation et de relèvement pour les trois années à venir à partir du chiffrage détaillé de l'Évaluation des besoins de relèvement et de consolidation de la paix 2016 au Nigéria (RPBA) applicable au Nord-Est du pays. Approuvée par le Gouvernement en 2016, l'évaluation RPBA contient une description détaillée des besoins en vue de la reconstruction complète et durable de la région du Nord-Est. L'évaluation a été préparée et mise en œuvre conjointement par les six États nigériens concernés et le Gouvernement fédéral, sous la direction du Bureau du Vice-président et avec l'aide de la Banque mondiale, des Nations Unies et de l'Union européenne. L'élaboration de la méthode d'évaluation, de collecte et de validation des données ainsi que la corroboration progressive des résultats ont fait l'objet d'un processus de consultation comptant plusieurs étapes. L'évolution récente de la situation dans le Nord-Est a toutefois nécessité d'ajouter et de chiffrer certaines activités supplémentaires en matière de stabilisation (dans un objectif de sécurité, de réconciliation, de réintégration et de consolidation de la paix).

La méthode actuelle d'estimation des coûts tient compte des efforts déjà déployés par le Gouvernement du Nigéria, avec l'appui de la communauté internationale, ainsi que de l'évolution de l'ensemble des besoins depuis 2016. Elle prévoit également la nécessité d'ordonner les activités, de telle sorte que certaines d'entre elles commencent immédiatement afin de permettre ensuite la mise en place d'interventions plus durables et de faciliter la transition progressive des interventions humanitaires vers des actions de développement.

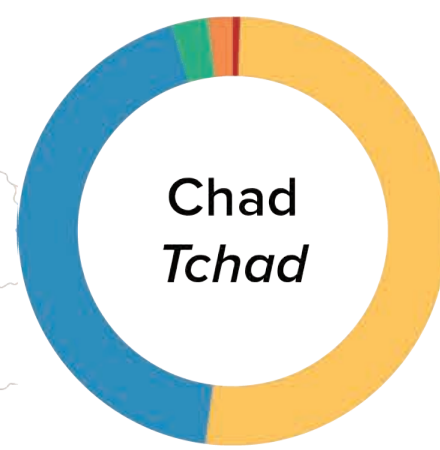
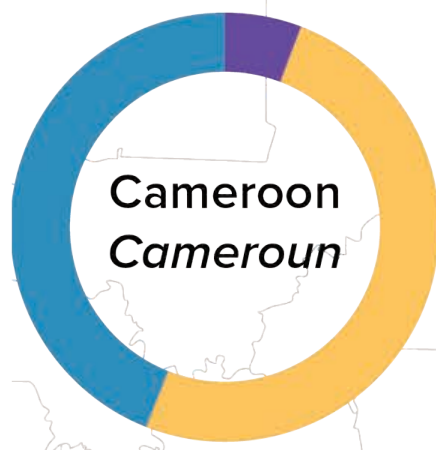
Resilience Implementation Gaps (Déficits de mise en œuvre en matière de résilience)








Thematic Areas (Domaines thématiques)	Cameroon (Cameroun)	Chad (Tchad)
 Security Integration and Peacebuilding (Mise en cohérence des activités de sécurité et de consolidation de la paix)	-	7,87
 Restoration of Governance Systems and Structures (Restauration des systèmes et des structures de la gouvernance locale)	-	12,05
 Access to Social Services (Accès aux services sociaux)	114,757,107.21	187,1
 Livelihoods and Economic Recovery (Moyens de subsistance et reprise économique)	130,839,949.89	222,30
 Climate Change Adaptation and Resilience Building (Adaptation au changement climatique et renforcement de la résilience)	-	2,308
 Durable Solutions for Displacement (Solutions durables au déplacement)	14,985,431.46	
 LCBC's Activities and Structure (Activités de la Commission du Bassin du lac Chad)	-	
Total (Total)	260,582,488.56	431,69

for the Lake Chad Basin (in US\$)
ence dans le bassin du lac Tchad, en dollars US)

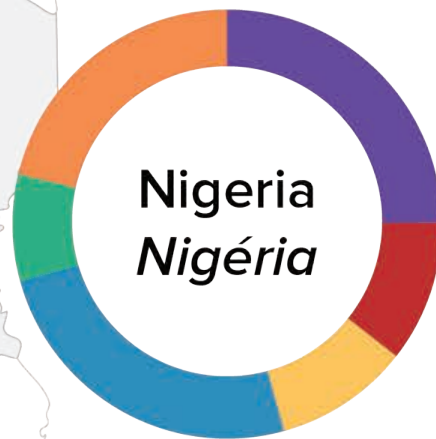
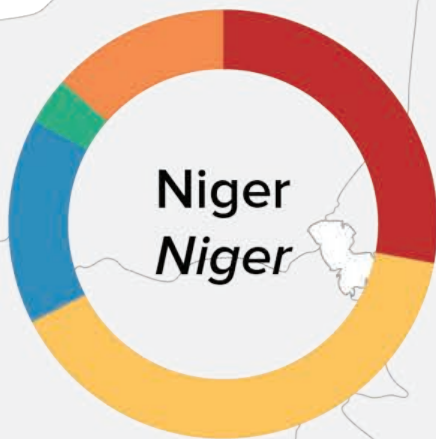
Chad (Tchad)	Niger (Niger)	Nigeria (Nigéria)	LCBC (CBLT)	Total (Total)
4,807.00	65,000,000.00	209,970,766.67		282,845,573.67
3,571.14	17,400,000.00	79,556,400.00		109,009,971.14
61,402.86	75,000,000.00	246,960,000.00		623,878,510.07
00,842.86	191,500,000.00	100,438,100.00		645,078,892.75
3,928.57	135,200,000.00	105,548,000.00		243,056,928.57
-	-	245,840,000.33		260,825,431.79
-	-	-	118,500,000.00	118,500,000.00
9,552.43	484,100,000.00	988,313,267.00	118,500,000.00	2,283,195,307.99

Resilience Implementation Gap (Déficits de mise en œuvre en matière de résilience)



Thematic Areas (Domaines thématiques)		Cameroon (Cameroun)
	Security Integration and Peacebuilding (Mise en cohérence des activités de sécurité et de consolidation de la paix)	0.00%
	Restoration of Governance Systems and Structures (Restauration des systèmes et des structures de la gouvernance locale)	0.00%
	Access to Social Services (Accès aux services sociaux)	44.04%
	Livelihoods and Economic Recovery (Moyens de subsistance et reprise économique)	50.21%
	Climate Change Adaptation and Resilience Building (Adaptation au changement climatique et renforcement de la résilience)	0.00%
	Durable Solutions for Displacement (Solutions durables au déplacement)	5.75%
	LCBC's Activities and Structure (Activités et structure de la Commission du Bassin du lac Chad)	0.00%
Total (Total)		260,582,48
Pie Chart Size (Pourcentage en diagramme à secteurs)		11.41%

os for the Lake Chad Basin (in US\$)
 ience dans le bassin du lac Tchad, en dollars US)



on (un)	Chad (Tchad)	Niger (Niger)	Nigeria (Nigéria)	LCBC (CBLT)	Total (Total)
5	1.82%	13.43%	21.25%		
	2.79%	3.59%	8.05%		
%	43.35%	15.49%	24.99%		
%	51.50%	39.56%	10.16%		
%	0.54%	27.93%	10.68%		
%	0.00%	0.00%	24.87%		
%	0.00%	0.00%	0.00%	100%	
38.56	431,699,552.43	484,100,000.00	988,313,267.00	118,500,000.00	2,283,195,307.99
%	18.91%	21.20%	43.29%	5.19%	

.....LCBC FINANCIAL REQUIREMENTS FOR POLITICAL COOPERATION AND REGIONAL INTEGRATION

BESOINS FINANCIERS DE LA CBLT AUX FINS DE LA COOPÉRATION POLITIQUE ET DE L'INTÉGRATION RÉGIONALE

In the Lake Chad Basin, three separate but inter-related and mutually reinforcing crises have converged: a structural and persistent development deficit; a breakdown of the social contract that has manifested in lawlessness and a violent extremist insurgency; and an unfolding environmental disaster that requires attention and resources to mitigate the impacts on people. A regional response is required because neither the causes nor the effects of the crisis respect national borders.

The Lake Chad Basin Commission (LCBC) has been tasked by its member states to organize and facilitate the mechanisms and processes required for enhanced cross-border cooperation on security and stabilization, early recovery and development. In March 2015, the Peace and Security Council (PSC) of the African Union (AU) authorized the deployment of the Multinational Joint Task Force (MNJTF) as an expression of its support to the efforts by LCBC member states and Benin to “create a safe and secure environment and contribute to stabilizing the situation in the areas affected” by Boko Haram activities. Institutional and organizational structures and capacities need to be further developed if the LCBC is to lead, manage and coordinate the peace, security, humanitarian and stabilization response for the Boko Haram-affected areas. In this regard, the LCBC, with support of the AU and UNDP, has developed a comprehensive Regional Stabilization Strategy. Its implementation would require the political cooperation and engagement of member states, the AU, regional economic communities (RECs), the international community and development partners. The below reflects the required support for the LCBC to support its new political role, as mandated by its member states and outlined in the approved Regional Stabilization Strategy.

Le bassin du lac Tchad est devenu le point de convergence de trois crises distinctes mais qui entretiennent des liens étroits et se renforcent mutuellement : le manque de développement structurel persistant, la dégradation du contrat social ayant donné lieu au non-respect des lois et à l'extrémisme violent, et le déploiement d'une catastrophe environnementale annoncée qui requiert l'attention et les ressources nécessaires afin d'en atténuer les conséquences pour les populations. La riposte doit être régionale car ni les causes ni les effets de la crise ne s'arrêtent aux frontières nationales.

La Commission du lac du bassin Tchad (CBLT) a été chargée par ses États membres de mettre en place et d'appuyer les mécanismes et les processus requis pour renforcer la coopération transfrontalière en matière de sécurité et de stabilisation, de relèvement rapide et de développement. En mars 2015, le Conseil de paix et de sécurité de l'Union africaine (UA) a autorisé le déploiement de la Force multinationale mixte (FMM), exprimant ainsi son soutien aux efforts engagés par les États membres de la CBLT et le Bénin pour « créer un environnement sûr et sécurisé, et contribuer à stabiliser la situation dans les zones touchées » par les activités de Boko Haram. Les structures et capacités institutionnelles et organisationnelles doivent être élargies pour permettre à la CBLT de conduire, gérer et coordonner la riposte en vue d'établir la paix, la sécurité, l'aide humanitaire et la stabilisation dans les zones touchées par Boko Haram. À cet égard, la CBLT, appuyée par l'UA et le PNUD, a élaboré une stratégie complète de stabilisation régionale dont la mise en œuvre nécessiterait la coopération politique et la mobilisation des États membres, de l'UA, des communautés économiques régionales, de la communauté internationale et des partenaires de développement. Le tableau ci-dessous détaille le soutien dont la CBLT aurait besoin pour remplir le nouveau rôle politique qui lui a été confié par ses États membres et qui est décrit dans la Stratégie de stabilisation régionale approuvée.

LCBC Financial Requirements (in US\$)

Besoins financiers de la CBLT (en dollars US)

Ref. Intervention Pillar (Pilier des interventions)	Strategic Objectives (Objectifs stratégiques)	Cost (Coûts)
Political Cooperation <i>Coopération politique</i>	SO1: Role of the LCBC (OS 1 : Rôle de la CBIT)	25,000,000.00
	SO2: Support to the Lake Chad Basin Governors' Forum (OS 2 : Appui au Forum de gouverneurs du bassin du lac Tchad)	2,500,000.00
	SO3: Support to the Cross-border Programming and Integration (OS 3 : Appui à la programmation et à l'intégration transfrontalières)	60,000,000.00
	SO4: Role of the Pan African and Regional Organizations (OS 4 : Rôle des organisations panafricaines et régionales)	4,000,000.00
Subtotal (Sous-total)		91,500,000.00
Management and Operation Pillar (Pilier de la gestion et des opérations)	Strategic Process 1: Territorial Action Planning Consultations Process (<i>Processus stratégique 1 : Processus consultatif en vue de la planification des actions territoriales</i>)	12,000,000.00
	Strategic Process 2: Monitoring and Evaluation (<i>Processus stratégique 2 : Suivi et évaluation</i>)	5,000,000.00
	Strategic Process 3: Knowledge Management (<i>Processus stratégique 3 : Gestion des connaissances</i>)	5,000,000.00
	Strategic Process 4: Communication (<i>Processus stratégique 4 : Communication</i>)	5,000,000.00
Subtotal <i>Sous-total</i>		27,000,000.00
Grand total <i>Total</i>		118,500,000.00

NOTES

NOTES

This document is produced on behalf of the Humanitarian Country Team and partners.

This document provides the Humanitarian Country Team's shared understanding of the crisis, including the most pressing humanitarian needs, and reflects its joint humanitarian response planning.

The designation employed and the presentation of material on this report do not imply the expression of any opinion whatsoever on the part of the Humanitarian Country Team and partners concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.



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