

SCHF Syria Cross-border
Humanitarian
Fund

**SYRIA CROSS-BORDER
HUMANITARIAN FUND**

2021

ANNUAL REPORT

THE SCHF THANKS ITS DONORS FOR THEIR GENEROUS SUPPORT IN 2021

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The latest version of this document is available on the SCHF website at <https://www.unocha.org/syrian-arab-republic/syria-cross-border-humanitarian-fund>

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

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Front Cover

After being displaced in 2017 from her hometown in Hama, 12-year old Haba is now in second grade, studying in a school in Azraq camp, north of Idlib. Due to the displacement and instability, she is three grades late.

Credit: OCHA/ Bilal al-Hammoud

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FOREWORD

I am pleased to share with you the 2021 Syria Cross-border Humanitarian Fund (SCHF) Annual Report. The document reviews SCHF operations and demonstrates how the Fund was used strategically to address the urgent humanitarian needs of the most vulnerable people in north-west Syria in 2021. It provides an update on the management and accountability of the Fund, and a brief overview of results achieved.

I want to express my sincere thanks to the donors for their continued trust in OCHA and its management of the SCHF, and for the generous contributions by Belgium, Canada, Denmark, France, Germany, Ireland, Italy, the Republic of Korea, the Netherlands, Norway, Qatar, Sweden, Switzerland, and the United Kingdom. In 2021, the SCHF continued to be one of the largest pooled funds globally, with contributions of US\$155 million, allocations of \$151 million.

I also want to acknowledge the efforts of our partners, the recipients of SCHF funding – national and international NGOs and UN agencies, funds, and programmes – and cluster support staff for their dedication and tireless response. The SCHF funds enabled partner organizations to respond to the consequences of a decade long conflict through provision of critical and basic services alongside ensuring fundamental rights of the most vulnerable are protected and addressed.

2021 also saw the Fund channel money to increase resilience of crisis-affected communities through dignified and innovative projects in shelter, early recovery, and livelihoods. The individual SCHF reserve allocations were a vital enabler of humanitarian response in critical moments when other funds were scarce or unavailable.

The added value and comparative advantage of the SCHF continued to be demonstrated in 2021, through commitment to integrated and complementary interventions. Combining flexibility, strategic thematic focus and a robust accountability system, the SCHF promoted coordination among partner organizations and clusters to ensure timely allocation of resources. It also strengthened humanitarian coordination, leadership, and their efficiency of the overall response.

In 2021, ongoing hostilities, socio-economic hardship and the lack of safe and functional infrastructure continued to push more Syrian people into greater humanitarian needs. As we move into 2022, and in the absence of a political solution, humanitarian access and funding will remain essential to ensure crisis-affected families in north-west Syria receive the aid they need and are not left behind.



MARK CUTTS

**Deputy Regional Humanitarian Coordinator
for the Syria Crisis**

“

Humanitarian access, and appropriate funding, will remain essential to ensure crisis-affected people in north-west Syria are not left behind.

- MARK CUTTS
DEPUTY REGIONAL HUMANITARIAN COORDINATOR
FOR THE SYRIA CRISIS

”

11-year old Fatima displaced from her hometown and now residing in Al Nasr camp near Harbnush, north of Idlib.

Credit: OCHA/Bilal Al Hammoud



2021 in Review

HUMANITARIAN CONTEXT

Humanitarian situation in 2021

Ongoing hostilities, severe economic downturn, harsh weather conditions and the continued effects of the COVID-19 pandemic worsened the humanitarian situation in 2021.

According to the 2021 Humanitarian Needs Overview (HNO), 13.4 million people needed humanitarian aid across Syria. Out of those in need, 3.4 million people were in need in north-west Syria. By early 2022, the total figure increased to 14.6 million people.

Hostilities

While military hostilities decreased since a ceasefire on 5 March 2020, daily artillery shelling and sporadic airstrikes continued in north-west Syria throughout the reporting period. While hostilities have mainly concentrated on frontline areas, several incidents occurred in residential areas, resulting in civilian deaths and damage to civilian infrastructure. The Office of the United Nations High Commissioner for Human Rights (OHCHR) verified that at least 214 civilians were killed, and 624 civilians were injured because of shelling, airstrikes, Improvised Explosive Devices (IEDs) and Unexploded Remnant of War (UXOs) in 2021. Humanitarian workers and infrastructure remained at risk. Ten humanitarian workers were killed in 2021.

Protracted displacement

By the end of 2021, an estimated 2.8 million people in north-west Syria were displaced, including 1.7 million living in 1,407 displacement sites. Eighty per cent of displaced people were women and children. New displacements of nearly 300,000 people were recorded in north-west Syria during 2021, mostly driven by economic incentives and access to livelihoods and services. Communities living in frontline areas are especially vulnerable to renewed displacement. An escalation of hostilities in June and July 2021 led to a wave of displacement, when 11,500 people fled from Jebel Al Zawiya area in 10 days.

Economic downturn

The Syrian pound (SYP) lost value against the US dollar (USD) in 2021, reaching a historic low of 4,760 SYP/USD in March. Although rebounding and averaging 3,500 SYP/USD in the last months of the year, prices of basic commodities rose sharply, affecting already vulnerable households in the north-west. The Turkish lira (TRY), widely used in the north-west Syria, suffered chronic depreciation throughout 2021, particularly in November and December, losing more than 40 per cent of its value against the USD. The depreciation, combined with the fact that most commodities in the north-west are imported from Turkey, resulted in even higher prices. The price of the minimum amount of basic goods that people need for their survival increased sharply, further increasing humanitarian need.

HUMANITARIAN NEEDS OVERVIEW

The SCHF remains committed to support the needs on the ground, as identified in the Whole of Syria Humanitarian Needs Overview. As of 31 December 2021, the Syria Humanitarian Response Plan was not finalized and thus this section follows the information shared through the HNO 2021.



13.4M

PEOPLE IN NEED



\$4.2B

FUNDING

REQUIREMENT

COVID-19 pandemic

Since the first case of COVID-19 was confirmed in north-west Syria on 9 July 2020, the number of confirmed COVID-19 cases in the region has reached 92,956 by the end of the year and 2,337 COVID-19 associated deaths have been reported. COVID-19 daily confirmed cases started to spike in mid-August 2021, peaking at daily figures of over 1,000 cases. September marked the highest numbers, with almost 35,000 cases confirmed. The increase resulted in more people needing intensive care units (ICUs), ventilators and oxygen, placing additional strain on the already-stretched health services.

On 22 April 2021, the north-west received its first batch of vaccines - 53,800 doses - through the COVID-19 Global Access (COVAX) facility. Vaccinations started on 1 May, targeting health and social workers. By the end of the year, anyone over 18 was eligible for receiving the vaccine. However, vaccine hesitancy, together with the lack of vaccines, remained one of the biggest obstacles in the vaccination efforts, with less than three per cent of the population fully vaccinated and less than six per cent receiving one dose by the end of the year.

Harsh winter, flooding and high-speed winds

During the 2020/2021 winter, low and erratic rainfall and higher than average temperatures led to drought-like conditions during the second half of the year. The Euphrates River has been at historically low levels since January 2021, affecting reservoir capacity.

Throughout 2021, heavy rainfall and flooding due to inadequate infrastructure in displacement sites affected more than 200,000 people. Almost 14,000 tents were destroyed and almost 20,000 were partially damaged. The 2021/2022 winter started with flooding incidents in December, expected to continue in the following months. Strong winds contributed to the damage of displacement shelters, affecting 110 sites hosting more than 140,000 people.

VISION STATEMENT

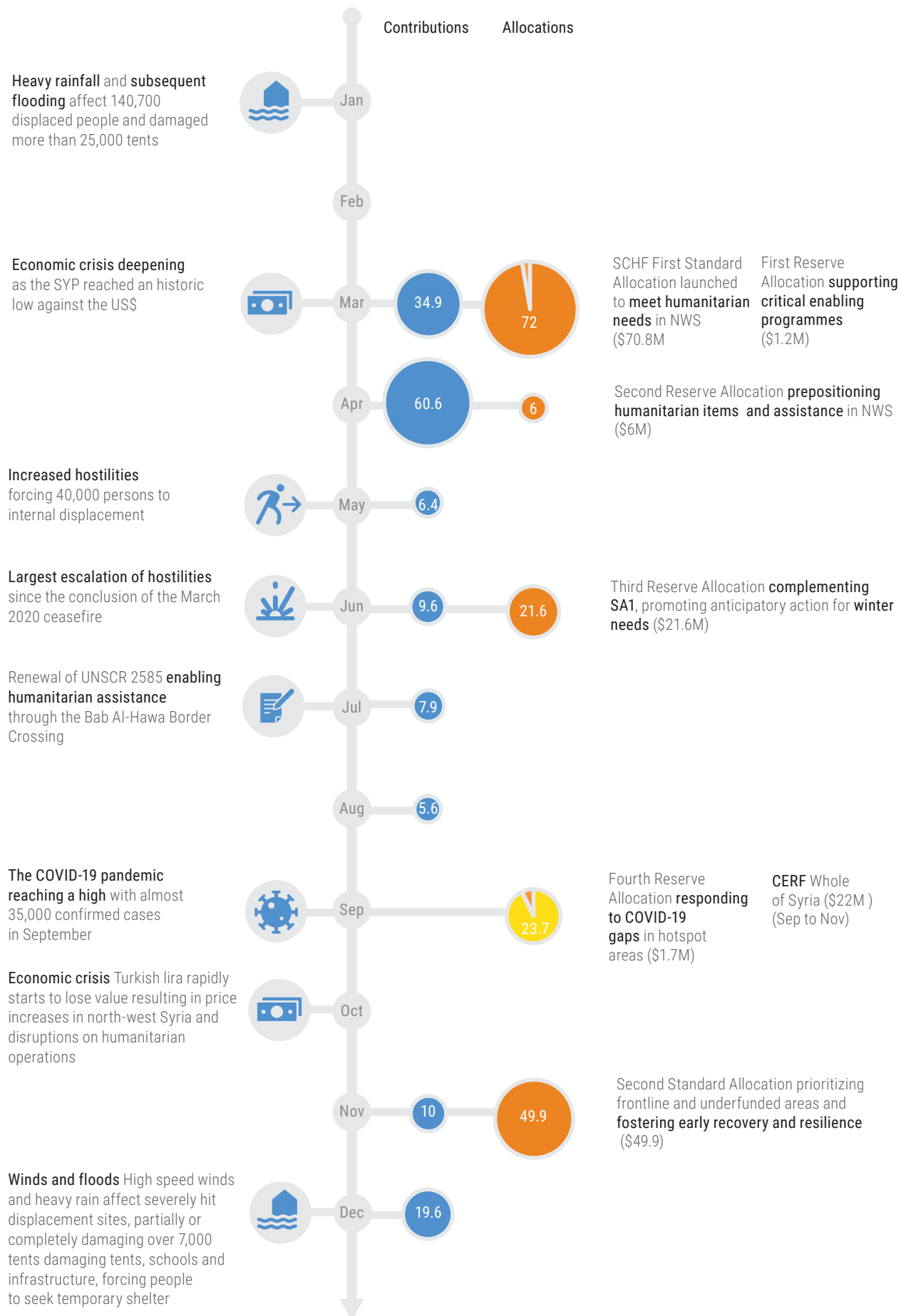
Syria remains a complex humanitarian and protection crisis characterized by a decade of ongoing hostilities, protracted displacements and prolonged consequences including destruction of civilian infrastructure and violation of international humanitarian and human rights law. Specifically, in north-west Syria, armed conflict, airstrikes, and shelling persist. Macro-economic conditions are worsening, evident in the effects of the Syrian pound's sharp devaluation, soaring prices, increasing domestic debt, COVID-19 pandemic, and widespread loss in income, opportunities, and livelihoods.

To this, the SCHF – as one of the principal sources of humanitarian financing for north-west Syria – is the best placed entity to mobilize and support the provision of life-saving projects for the most vulnerable and crisis-affected communities.

The SCHF will focus on three main areas (i) promote and scale up localization efforts (ii) expand inclusive programming and (iii) strengthen resilience-building through support to underfunded and critical program-

ming sectors. In doing so, the SCHF will strive to maintain regular and consultative dialogues with various stakeholders to ensure meaningful humanitarian response and engagement while strengthening relations and trust between the Fund and its partners and the wider humanitarian community.

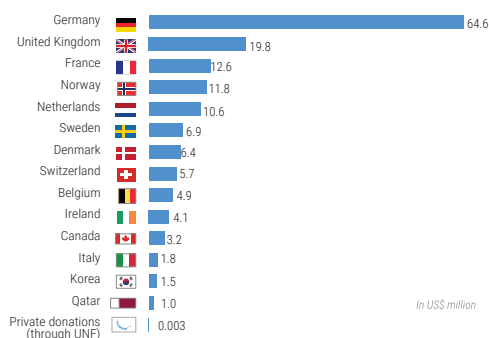
The SCHF will continue to scale up localization efforts, promote participation and greater inclusion of local and national partners in the Fund's governance and implement sustainable solutions to address complex and varied humanitarian needs. The Fund will expand inclusive programming, emphasizing the most vulnerable segments of the Syrian population, including persons with disabilities, women and children. Finally, the SCHF will endeavor to channel funding towards underfunded and critical programmatic areas and increase the resilience of local communities to ensure they adapt to changing circumstances on the ground and no one is left behind.



2021 IN NUMBERS¹



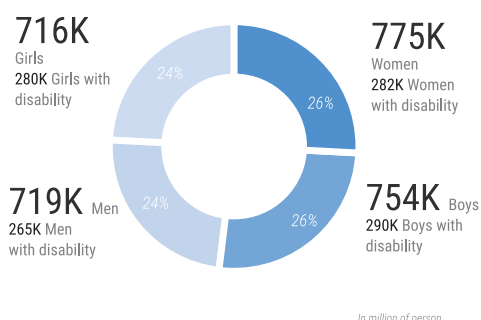
\$154.5M
CONTRIBUTIONS



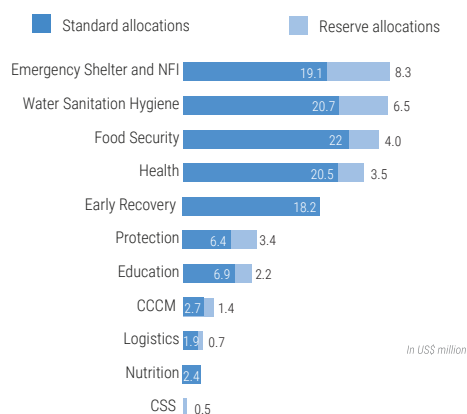
3.0M
PEOPLE ASSISTED



1.1M
PERSONS WITH DISABILITIES ASSISTED



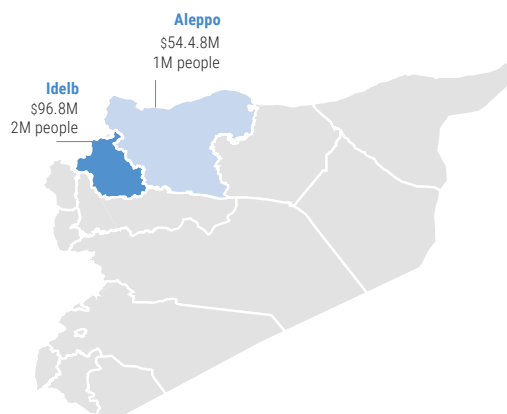
ALLOCATIONS BY CLUSTER



\$151.2M
ALLOCATIONS

3.0M
PEOPLE ASSISTED

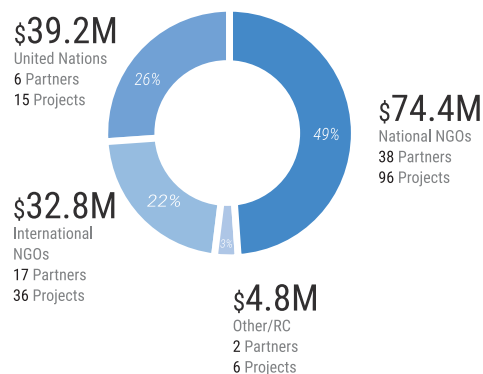
Allocations
in US\$ million



63
PARTNERS

153
PROJECTS

Allocations in US\$ million



See explanatory note on p.6

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

* Figures for people assisted may include double counting as people often receive aid from multiple cluster/sectors. The maximum methodology was applied by the Syria Cross-border Humanitarian Fund to estimate the number of people assisted in 2021. This means that for each administrative unit, the cluster/sector that targeted the maximum number of people is used as the total number of people reached.

Donor contributions

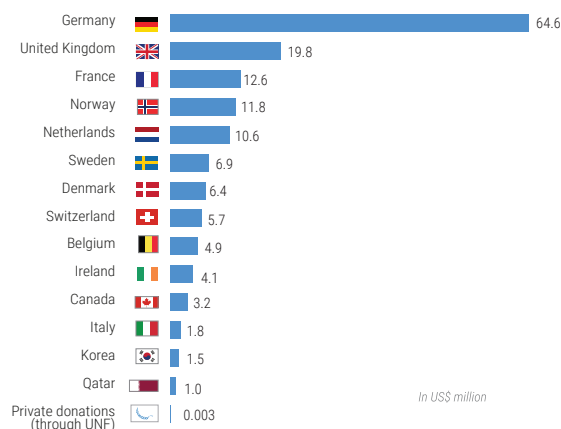
SCHF is a principal funding mechanism to address critical humanitarian needs in north-west Syria, evident in the consistent volume of contributions received yearly. Overall, funding to the SCHF has remained consistent between 2020 and 2021. By the end of 2021, the SCHF accounted for approximately 14 per cent of the total Syria Humanitarian Response Plan (HRP) funding.

In 2021, donors continued to show trust and support for the SCHF, contributing \$155 million between January and December, alongside \$16.8 million carried over from 2020. The SCHF ranked as the second largest CBPF (Country-based Pooled Fund), behind Afghanistan, demonstrating a continued testament to the urgent needs in north-west Syria following the country's tenth year of conflict. Through such generous contributions, SCHF was able to respond to various emergencies and ensure the provision of essential services to vulnerable people in an increasingly complex and volatile environment in north-west Syria.

DONOR CONTRIBUTIONS

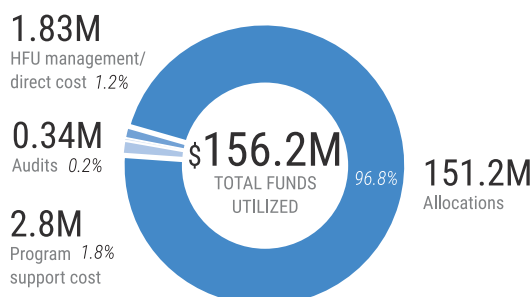


\$154.5M
CONTRIBUTIONS



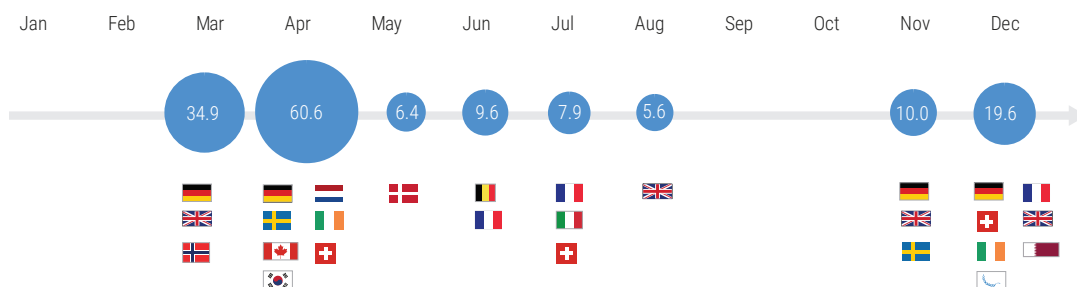
Contributions were received from 14 donors - Belgium, Canada, Denmark, France, Germany, Ireland, Italy, the Republic of Korea, the Netherlands, Norway, Qatar, Sweden, Switzerland, and the United Kingdom. Between January and June 2021, \$111 million (73 per cent of 2021 total contributions) were received from 12 donors. This follows a similar pattern from 2020, where most contributions were received between February and June, before the UN Security Council resolution vote in July. The second half of 2021 saw \$41 million in contributions from seven donors (France, Germany, Ireland, Italy, Sweden, Switzerland, and the United Kingdom), permitting funding for two allocations - one reserve and one standard. It is observed that most of the contributions (\$61 million) were received in April 2021.

UTILIZATION OF FUNDS



Early and predictable contributions from the donors allowed the SCHF to implement six allocations throughout the year for \$151 million – all to address emergency needs on the ground. In particular, predictable funding from donors permitted the SCHF to conduct specific allocations to ensure preparedness and readiness of essential supplies in the event of a non-renewal of the UNSCR and allowed for early planning to prepare to address winter needs and the flood season.

CONTRIBUTIONS TIMELINE



DONOR TREND



Donor trend

Between 2017 and 2021, the SCHF's donor base has remained consistent with an average of 12 donors, and contributions have increased steadily over those years, though they remained constant between 2020 and 2021. All fourteen donors in 2021 were returning donors. Such consistency can be attributed to donors' continued trust in the SCHF as a stable funding mechanism, equipped to support the increasing needs of the cross-border humanitarian response.

Since 2017, the SCHF has received \$622 million in contributions. About 77 per cent (\$475.9 million) was provided by the top five donors, namely Germany, United Kingdom, France, Norway, and the Netherlands. Germany and the United Kingdom remained as the two top donors for the Fund, which provided 55 per cent of the overall funding over these years.

In February 2021, the SCHF AB endorsed the Fund's resource mobilization target for 2021, setting a target of \$120 million in donor contributions following 2020's performance and 2021's anticipated humanitarian needs on the ground. The SCHF was able to exceed this target and received almost \$155 million.

DONORS WITH MULTI-YEAR CONTRIBUTION AGREEMENTS

| | | | |
|--|----------------|-------|-------------|
| | Belgium | 4.9M | 2021 - 2022 |
| | Germany | 12.2M | 2020 - 2021 |
| | Sweden | 4.6M | 2021 - 2022 |
| | United Kingdom | 18.4M | 2018 - 2021 |

Allocations overview

STRATEGIC STATEMENTS

First Reserve Allocation: Supporting coordinated access and accountability

A critical operational challenge in the response was ensuring predictable and safe humanitarian access to north-west Syria from Turkey. This allocation of \$1.2 million in March 2021 supported coordinated access for cross-border shipments of humanitarian aid and the deployment of humanitarian field officers on the ground in north-west Syria to improve project monitoring and accountability.

First Standard Allocation: Responding to increased need and vulnerability

There was a substantial increase in the number of people in need between 2020 and 2021. This allocation, in March, released \$70.8 million to provide dignified living conditions following floods, expand life-saving health and education support, promote protection, and enhance resilience through livelihood opportunities. This allocation emphasized communities in underserved areas with highest severity of needs.

Second Reserve Allocation: Ensuring preparedness ahead of political events

In April, this allocation ensured a minimum level of readiness and preparedness by pre-positioning humanitarian supplies in north-west Syria, targeting people who would be most affected by a potential non-renewal of the UN Security Council resolution in July 2021. \$6 million was given to pre-position critical items including essential non-food items, health kits, water and sanitation supplies. The priorities identified complemented interventions already funded under the 2021 First Standard Allocation.

Third Reserve Allocation: Preparing for winter and floods, and potential increase in needs

In June 2021, this allocation contributed to preparedness and protection efforts in anticipation of the winter and flood season. Building on lessons learned

and considerations for procurement and rehabilitation work, the allocation of \$21.6 million provided critical winter emergency supplies, helped prevent flood damage, and supported further preparations to respond to emergency needs ahead of a potential non-renewal of the UNSCR.

Fourth Reserve Allocation: Supporting the health response

The surge in COVID-19 cases between July and September had a significant negative effect on the overall humanitarian situation in north-west Syria, putting pressure on an already-stretched and fragile health-care system and exacerbating the socio-economic conditions of vulnerable communities. Under this allocation, the Fund released \$1.7 million to expand the health response to the pandemic by providing medical supplies to hospitals.

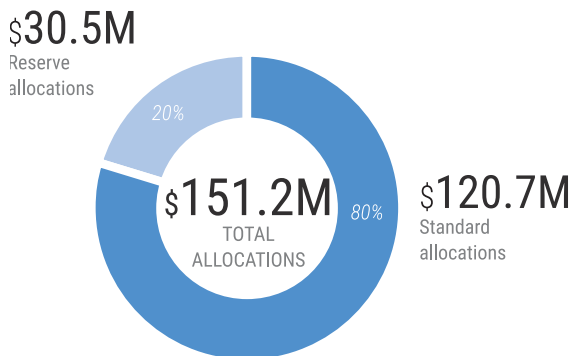
Second Standard Allocation: Reaching the most vulnerable households and underserved areas

Escalating conflict and deteriorating socio-economic conditions continued to affect the most vulnerable households. Building on previous allocations, \$49.9 million was provided to complement existing projects and to address priorities in underfunded sectors (shelter, education, health, and protection). Projects focused on efforts to strengthen resilience and social cohesion through integrated activities. The Fund prioritized areas with highest severity of needs, especially frontline communities that had received limited or no humanitarian aid, to ensure no one was left behind.

2021 ALLOCATIONS

| Amount | Category | Launch month |
|---------|----------------------------|----------------|
| \$70.8M | First standard allocation | March 2021 |
| \$1.2M | First reserve allocation | March 2021 |
| \$6M | Second reserve allocation | April 2021 |
| \$21.6M | Third reserve allocation | June 2021 |
| \$1.7M | Fourth reserve allocation | September 2021 |
| \$49.9M | Second standard allocation | November 2021 |

ALLOCATION BY TYPE *in US\$ million*



ALLOCATION BY STRATEGIC FOCUS *in US\$ million*

S01 Save lives

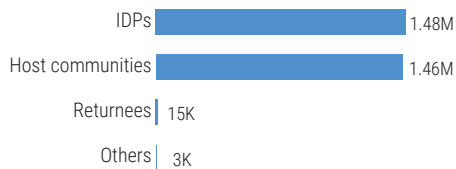
S02 Enhance protection

S03 Increase resilience and access to services

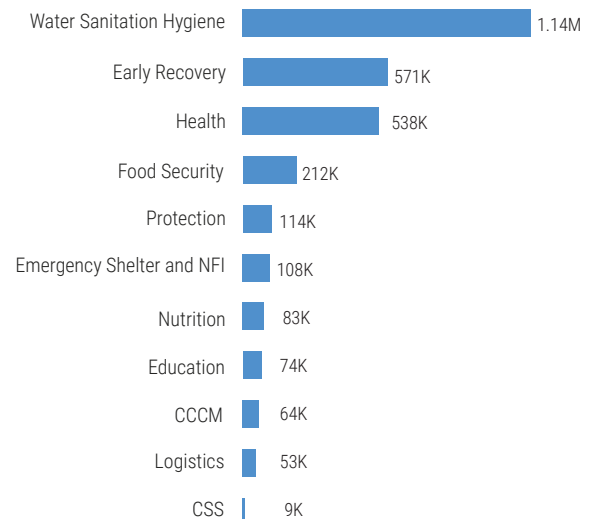
ALLOCATIONS BY STRATEGIC FOCUS



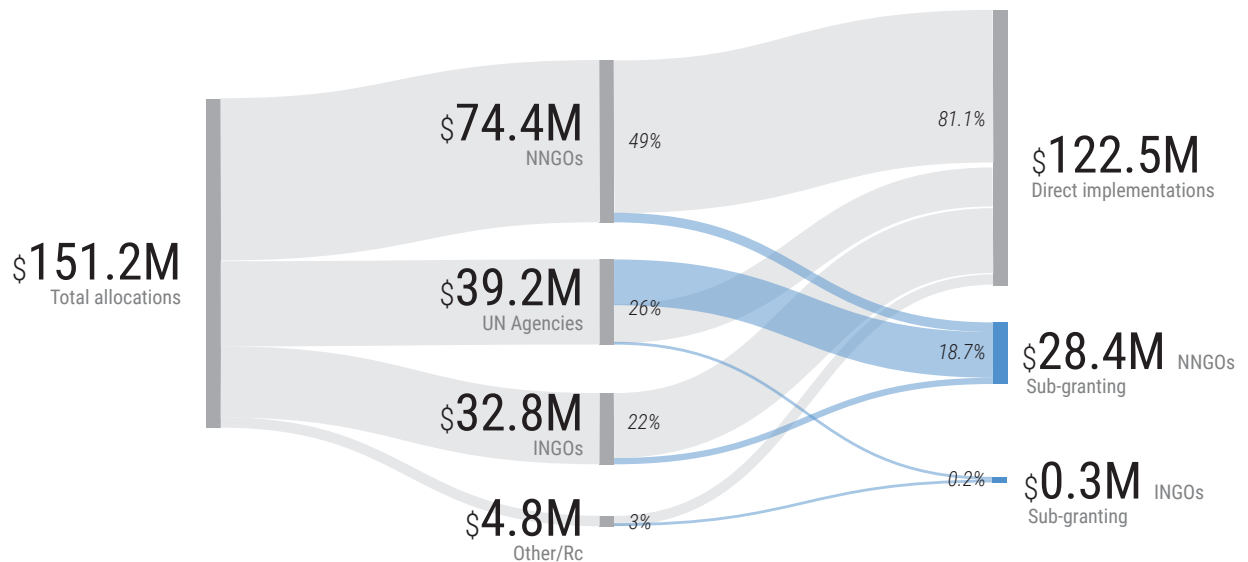
PEOPLE ASSISTED BY TYPE



PEOPLE ASSISTED BY CLUSTER



ALLOCATION FLOW BY PARTNER TYPE *in US\$ million*



HIGHLIGHTED ACHIEVEMENTS

PROMOTING LOCALIZATION

The SCHF is committed to localization efforts under the Grand Bargain launched during the World Humanitarian Summit in 2016. Funding is provided directly to local and national humanitarian partners, and the Fund work with partners to strengthen performance and the provision of services in north-west Syria. In 2021, 38 national NGOs received \$74 million as direct funding, out of \$151 million allocated through six allocations. This represents almost 50 per cent of the funding allocated in the year. Since 2018, the Fund has consistently allocated at least 50 per cent of its funding to national NGOs (against a global benchmark target of 25 per cent) - a testament to the critical role local partners play in the response.

To expand opportunities for local partners to access direct funding, in 2021 the SCHF ensured each partner received dedicated guidance. Via this approach, partners receive feedback during reporting, monitoring and proposal preparations. This helped partners better understand the CBPF guidelines and strengthened the relationship and trust between the Fund and national NGOs. In 2021, to diversify the pool of available humanitarian partners on the ground, the SCHF concluded a Capacity Assessment exercise that led to the eligibility of 10 new national partners. Individualized feedback and induction meetings were held to acquaint new partners with the CBPF guidelines. The Fund provided feedback for improvement to organizations that were unsuccessful, and encouragement to re-apply during the next Capacity Assessment exercise.

National NGOs continue to be engaged in the SCHF governance as part of the Advisory Board. In 2021, two local NGOs were part of the AB and were instrumental in advancing the role of national NGOs in designing strategic humanitarian priorities for the Fund. Similarly, national NGOs were heavily involved in various strategic and technical review committees throughout 2021, with many playing a critical role in bringing evidenced-based insights from the field.

EFFECTIVE PROGRAMMING

KEY PRINCIPLES FOR INCLUSIVE PROGRAMMING

Strengthening Accountability to Affected People

All projects funded under the SCHF were expected to include accountability components, including feedback and complaint mechanisms. Most proposals submitted in the six allocations in 2021 included an action plan to ensure accountability to affected people. The projects that did not include AAP components were logistical in nature and focused on operational oversight of the cross-border shipments of humanitarian aid. Community consultations were conducted as part of the Fund's Third-Party Monitoring (TPM) to verify and ask for feedback on projects' progress and results. Where needed, added support was provided by Humanitarian Field Officers to conduct monitoring and consultations with community members.

Promoting the Centrality of Protection

Syria remains a complex humanitarian and protection emergency following a decade of ongoing conflict. Efforts to integrate protection elements into day-to-day multi-sector programming were scaled up in 2021 with emphasis on civil documentation, Housing, Land and Property (HLP) when planning shelter interventions and ensuring WASH activities include considerations for gender and disability. To ensure a protection environment, the Fund supported projects that address widespread explosive ordnance contamination, gender-based violence and safeguarding in schools. The introduction of the Inclusion Pilot in 2021 serves to address the protection risks faced by the most vulnerable groups especially persons with disabilities.



3,716

SGBV survivors

provided with specialized Protection services and 221,043 people targeted with GVB prevention activities and awareness raising



\$130.3M

of project funded by CBPFs contributed to gender equality



The introduction of the Inclusion Pilot in 2021 was instrumental in the implementation of SCHF funded projects and supporting partners to utilize guidelines for the **inclusion of persons with disabilities** in humanitarian action to ensure they receive equal access to assistance.

Addressing Gender Equality and Responding to Sexual- and Gender Based Violence (SGBV)

In the absence of a functional entities to guarantee the rights of women and girls, the Fund increased financing to prevent and respond to SGBV through specialized case management services, psychosocial support, awareness raising, referrals and empowerment activities through Women and Girls safe Spaces (WGSS), within IDP sites and health facilities. The Fund encouraged partners to support women's empowerment with early recovery through projects focusing on vocational training and provision of small business grants. An example of such assistance are the selected widow's camps, where widows and their children received individualized protection assistance, and thereafter with small grants and skills training to support economic independence and self-reliance.

Including Persons with Disabilities

In partnership with the Gaziantep-hub Protection Cluster – Inclusion Technical Working Group, the Inclusion Pilot project was introduced to promote and empower meaningful participation of Persons with Disabilities and identify and remove barriers to services. Under this pilot, 14 partners volunteered to take part, working alongside clusters and the Fund to integrate inclusion into project design and implementation, considering the intersectionality of disability with other vulnerabilities.

CONTEXTUAL PROGRAMMING

Advancing Cash and Voucher Assistance (CVA)

The Fund continues to prioritize the use of cash across projects, to support people's dignity and choice, while providing immediate and direct assistance to communities in north-west Syria. In 2021, \$18.4 million in total of CVA was distributed out of \$151.2 million allocated, primarily by local and national NGOs (47.6 per cent). The use of Multi-Purpose Cash (MPC) was instrumental in supporting vulnerable households make independent choices based on their household needs which can include paying for rent, basic essential or services.

Improving Humanitarian Access

In 2021, ahead of the UN Security Council resolution vote, the SCHF supported the cross-border shipment of humanitarian aid from Turkey into north-west Syria. The cross-border mandate was extended in July, which allowed one instead of two border crossing points. The Fund supported the much-needed rehabilitation of damaged roads to enable physical access to transport humanitarian goods between Bab Al Hawa and northern Aleppo.

Enhancing Complementarity with CERF and other Funding Streams

The SCHF works in complementarity with the OCHA-managed Central Emergency Response Fund (CERF) Underfunded Emergencies Window (UFE), which launched an allocation in September 2021 for the whole of Syria for \$22 million to bolster ongoing efforts to combat the spread of COVID-19. In line with the CERF allocation, SCHF launched the Fourth Reserve Allocation to provide additional funds for the provision of health supplies and services to dedicated health facilities in north-west Syria. Similarly, in designing the 2021 Second Standard Allocation, which was launched in November 2021, the SCHF coordinated closely with the Syria Humanitarian Fund (SHF), which at the same time, was launching a reserve allocation to address the water crisis facing much of north-west Syria.

Promoting resilience of affected communities

In 2021, dedicated funding was allocated to support individual and community resilience by improving livelihood opportunities and access to basic services. Specifically, \$18.2 million was channeled to early recovery projects including business grants, light road rehabilitation to facilitate access and safety provision of agricultural inputs and vocational training. Most projects were designed with an integrated approach and resilience lens, which encouraged cross-cluster planning and implementation. Such integration was key in ensuring that multiple vulnerabilities were addressed coherently, while maximizing available resources and funding. The various resilience interventions funded were critical in supporting 22,398 households to access basic services and utilities.

CLUSTER ACHIEVEMENTS



Atareb, north-west Syria Amira during her training and learning to use industrial sewing machine
Credit: UNDP and IYD



SEWING FOR HOPE: AMIRA'S STORY

“From a social and psychological point, I met new friends and had a new ambition to develop a plan for my project, a small workshop so I can help my family.

Amira Abdul-Qader used to work alongside her father in a women's clothing store their family owned in Aleppo. There, she learned about fabrics, sewing and the clothing industry. Following the bombardment of Aleppo, Amira and her family had to flee the city and eventually ended up in Atareb. After two years, Amira married and gave birth to a daughter. Tragedy struck again when her husband died, leaving her alone to care for her young child.

Already displaced and struggling to afford the necessities, Amira moved again with her daughter to the small village of Merat Atareb. Using the little she knew about repairing and making clothes from her father, she began doing basic sewing jobs for people in the community. In early 2021, Amira learnt about a job skill building project run by UNDP and IYD, where she could receive vocational training and some short-term employment. Amira saw it as a chance to improve her sewing skills. She was accepted into the programme. “During that time, I gained experience working on the industrial sewing

machines. It increased my experience and refined my skills in the sewing profession, by working on industrial machines and securing an income that helped fill part of my family's needs,” Amira said.

Amira's work ethic and skills did not go unnoticed. The owner of the workshop where Amira trained offered her a job. The opportunity not only provided her with skills and an income which she could rely on, but also hope. As Amira reflected, “From a social and psychological point, I met new friends and had a new ambition to develop a plan for my project, a small workshop so I can help my family.” Amira's hope goes beyond just helping her family. She wants the workshop to employ other women.

Amira was among 900 people supported through vocational training and cash for work activities in the UNDP and IYD project. The livelihood project provides skills and income opportunities and empowers and enables people to support their families and their communities.

Lessons learned and best practices

Partner-focused approach

The Fund enhanced its partner-focused approach in 2021, to foster stronger collaboration between the SCHF and its partners. Partner organizations were paired with a dedicated SCHF focal point and regularly given feedback on reporting, monitoring and proposal preparations. This approach ensured that the SCHF team was able to provide dedicated and meaningful guidance to the respective partners and to support the capacity development of local and national partners intentionally. Working closely with partner organizations promoted a better understanding of the CBPF requirements and guidelines and, importantly, strengthened the relationship and trust between the Fund and its partners.

This approach gave the Fund a deeper understanding of the day-to-day implementation realities and operational challenges on the ground, which meant the Fund was able to identify course corrections much earlier and feed back into the SCHF's overall planning.

Cross-sector integration

Based on lessons learned from previous years and recognizing the intersectionality of vulnerabilities faced by communities in north-west Syria, efforts were scaled up in 2021 to encourage complementarity and integration across sectors. Project proposals were expected to demonstrate coherent links across sectors and build on previous interventions. Project proposals were reviewed against efforts to complement other funding mechanisms including CERF and interventions funded by other donors. This reporting year saw increased cross-sector engagement in project proposals and eventual implementation, where 48 multi-sector projects were funded.

2021 saw greater engagement between clusters in information sharing, data sharing and coordination, minimizing duplications and overlaps. For example, under the 2021 Second Standard Allocation, recognizing the multi-layered and multiple vulnerabilities, the Fund required early recovery proposals to be integrated with other sectors such as education, shelter, and food security.

Complementarity across allocations

In 2021, the Fund sought to ensure that each allocation strategy complimented and built on the others, while considering urgent needs on the ground. To this end, strategies were designed and developed to build upon each other, maximize the available resources and build on the results of previously implemented interventions.

By building on elements of previous strategies, the Fund was able to identify sectors and communities that received limited humanitarian funding and assistance, and thus channel available funds to ensure urgent gaps are appropriately addressed. For example, the 2021 Second Standard Allocation focused primarily on frontline locations and communities with limited funding from previous allocations. This strategy development exercise involved consultations with the Deputy Regional Humanitarian Coordinator, the Advisory board and cluster coordinators to ensure each allocation addresses the current needs and gaps.

Resource mobilization advocacy

Following consultations with the AB, a \$120 million resource mobilization target was set in February 2021. At the end of the reporting year, the Fund has exceeded this target and achieved donor contributions of \$155 million. The Fund's resource mobilization success can be attributed to the strong accountability and professionalism of the Fund, alongside the leadership and advocacy led by the Deputy Regional Humanitarian Coordinator, who has consistently encouraged donors to make early contributions ahead of the UN Security Council resolution vote in July. Through consistent advocacy, the Fund ensured the volume of funds were received ahead of the UNSCR vote, to allow predictability in allocation planning. This advocacy was further supported by HFU's regular engagement with the donors and data from the bi-monthly funding gap analysis conducted by the Inter-Cluster Coordination Group (ICCG). This analysis, introduced in 2021 by OCHA Turkey was instrumental in providing updated information on chronically underfunded areas.



Rafah – 12 years old – was displaced to Naseem al Khair camp near the town of Sheikh Bahr, north of Idlib. She lives with her family, consisting of a mother, father, and five siblings.
Credit: OCHA/Bilal Al Hammoud

Fund performance

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

CBPFs embody the fundamental humanitarian principles of humanity, impartiality, neutrality and independence, and function according to a set of specific principles: Inclusiveness, Flexibility, Timeliness, Efficiency, Accountability and Risk Management.



PRINCIPLE 1

INCLUSIVENESS

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

1

INCLUSIVE GOVERNANCE

Target

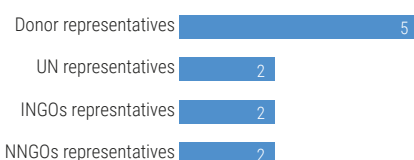
Eight members excluding the HC (Chair) and OCHA, with equal representation among UN, NGO (including both INGO and NNGO) and donor constituencies.

Results

Medium Score: Each stakeholder's type (donors, INGOs, NNGOs and UN agencies) was represented in the AB with at least two seats, though the donors were overrepresented with five seats. In 2021, there was no Women-Led Organizations or subject matter experts on the AB.

Manager as board members. International and national NGOs were represented at head of agencies or country director level. The members were actively engaged in strategic discussions about the priorities and direction of the Fund. The revision of the AB Terms of Reference, which integrated learning from previous years and initiated in 2020 was introduced in early 2021. It is noted that the donors were overrepresented with five seats, and no Women-Led Organizations or subject-matter experts were included in the composition in the AB.

COMPOSITION OF ADVISORY BOARD



Analysis and follow-up

The SCHF Advisory Board 2021 were elected following a participatory and transparent process led through the League of Syrian NGOs, the NGO Forum, and the UN Head of Agencies. The Deputy Regional Humanitarian Coordinator chairs the SCHF AB, with support from the OCHA Head of Office and Fund

Seven AB meetings were organized in 2021. Considering COVID-19 restrictions, AB meetings were conducted remotely. The SCHF will continue the annual rotation of the AB representatives in 2022. Appropriate gender balance among the AB members will continue to be encouraged for each stakeholder constituency, especially actively engaging Women-Led Organizations to participate in the governance of the AB. Additionally, efforts will be made to ensure a fair and proportional representation of the members. The Fund plans to ensure that meetings in 2022 hold more space for strategic discussions on topics that affect the broader humanitarian operating context.



80-year old Mrs. Khalidiya lives in a tent in Al-Faki's camp in Sarmada.

Credit: OCHA/Bilal Al Hammoud

PRINCIPLE 1

INCLUSIVENESS

2

INCLUSIVE
PROGRAMMING

Target

A diverse and balanced representation among UN agencies, INGOs and NNGOs, and HFU participation are maintained in review of project proposals.

Results

High Score: Each review committee had overall equitable representation.

REPRESENTATIVES
IN THE REVIEW
COMMITTEES

Analysis and follow-up

For each review committee, the SCHF ensured equal and diverse representation of stakeholders in the review of proposals submitted under allocations in 2021. On various allocations, technical and subject matter experts including gender, WASH and inclusion experts were part of the proposal discussions, although as observes, these experts were not permitted to vote. Efficiency was promoted by merging the strategic and technical review committee meetings

to ensure programmatic elements were discussed in alignment with technical specifications and considerations. Multi-sectoral review committees were convened to support joint discussions and consolidate recommendations across clusters. Orientation sessions were organized for the two standard allocations to acquaint the review committee members with the SRC/TRC process and requirements.

In 2021, the Fund review process emphasized the inclusion of persons with Disabilities, AAP and gender considerations during the review committee sessions and in the scorecards. In partnership with the Gaziantep-based Protection Cluster, information sessions on inclusion were organized for review committee to equip members with knowledge and understanding on how to review these components in proposals review.

In 2022, the Fund will increase efforts to strengthen cross-cutting issues including AAP, gender, and inclusion during the proposal review, as well as support review committee members to be trained and knowledgeable on these topics. The SCHF will also encourage diversity in review committee representation, including involving organizations that have not been part of previous committees and encouraging more female representation in the various review committees.

3

INCLUSIVE
IMPLEMENTATION

Target

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

Results

High Score: 50 per cent of funding was directly allocated to NNGOs, which are the best positioned actors to deliver frontline response on north-west Syria. An additional 20 per cent was allocated indirectly to NNGOs bringing the total funding to 70 per cent.

Analysis and follow-up

With at least 50 per cent of 2021's funds directly allocated to NNGOs, the SCHF remains a key source of funding for organizations providing humanitarian

aid in north-west Syria. The diversity and local knowledge of NNGOs that are on the ground and have access to frontline communities, were instrumental in ensuring inclusive implementation, especially in hard-to-reach or frontline areas. Similar to 2020, the SCHF surpassed the targets set by the Fund and the Grand Bargain commitment. Strategic partnership with key sub-partners remains a priority to strengthen local capacities and ensure underfunded sectors and underserved areas are supported. In 2021, the Fund concluded the capacity assessment and successfully initiated 10 new NNGOs. In 2022, the Fund will review the capacity assessment process to ensure a more streamlined and efficient approach, while factoring in strong risk management to maintain the Fund's accountability.

PRINCIPLE 1

INCLUSIVENESS

4

INCLUSIVE ENGAGEMENT

Target

Ten training rounds and briefings (with multiple sessions and locations) for partners to ensure understanding of CBPF process and procedures and improve their management and implementation of SCHF projects.

Results

Low Score: In 2021, the HFU conducted five targeted trainings (with multiple sessions) and trained 259 people.

Analysis and follow-up

In 2021, the SCHF organized and provided five targeted trainings to its partners on reporting, revision requests, monitoring and allocations. Compared with 2020, this figure is much lower, but it must be noted that, the HFU enhanced its partner-based approach to actively assist its partners with dedicated capacity support. Each partner was assigned to an HFU focal point and thus able to receive more tailored and direct feedback and engagement. Due to COVID-19, all the trainings were conducted online by either OCHA/SCHF staff and/or by specialized staff from other organizations. New approaches and online tools introduced to ensure that the trainings were interactive. This year, the Fund worked closely with clusters to encourage and support training efforts on specific topics such as gender and protection mainstreaming, assistance to people with disabilities and PSEA. In 2022, the Fund intends to continue this effort with clusters while also evaluating partners' capacity gaps, particularly in operational capacity. This should allow the Fund to develop a more robust capacity development plan to support partners' improvements in various areas.

TRAININGS



5

TRAININGS



45

ORGANIZATIONS
TRAINED



259

TOTAL PEOPLE
TRAINED FROM
NNGOS



Shamsa who is 60 years old lives alone in Al Azrak camp north of Idlib.

Credit: OCHA/Bilal Al Hammoud

PRINCIPLE 1

INCLUSIVENESS

5

INCLUSIVE
RESPONSE

CBPF funded projects have a clear strategy to promote the participation of affected people.

Target

All SCHF-funded projects ensure Accountability to Affected Populations (AAP) as part of the implementation. All monitoring instances include beneficiary consultations to assess community engagement in project implementation.

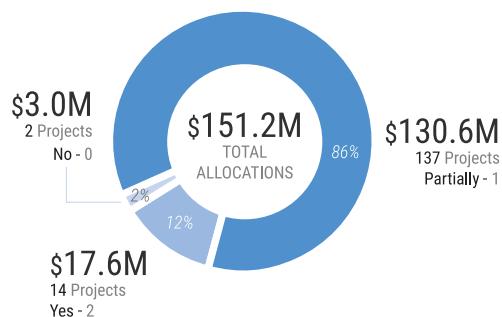
Results

Medium Score: All SCHF-funded projects were required to include a plan to ensure AAP as a project component and report against it. In 2021, 137 projects included partial considerations of AAP mechanisms including access to and provision of feedback and complaint mechanisms, representing 86 per cent of the projects funded through six allocations. All field monitoring visits (including those conducted by third-party monitors) included beneficiary consultations to assess community engagement in project implementation.

Analysis and follow-up

As part of the Fund's strategic objectives in 2021, the SCHF promoted AAP throughout the partner project cycle. In partnership with the Protection-led cluster Accountability, Inclusion PSEA and Gender (AIPG) Technical Working Group, induction sessions were held to support partners on how to apply AAP into project design and day-to-day programming. Further, the scorecards for all allocations launched in 2021 included specific guidance and questions about the inclusion and provision of accountability mechanisms. This ensured that projects with accessible and functioning feedback/complaint mechanisms received the most funding. This was also later verified in submission of reports and monitoring visits by Third-Party Monitoring (TPM).

Through TPM, the Fund sought to gather feedback from those people and communities receiving assistance under SCHF-funded projects. TPM reports and regular reflection sessions with the third-party monitors and partners provided an opportunity for the Fund to support its partners in strengthening programmatic and accountability mechanisms, and where needed identify recommendations for future programming. In 2022, the Fund intends to continue strengthening partners' capacity on AAP, specifically in supporting early engagement and consultations with people in need during the project design phase.

ACCOUNTABILITY TO
AFFECTED PEOPLE

2 The project **includes** the provision of accessible and functioning feedback and/or compliant mechanisms for beneficiaries
 1 The project **partially** includes the provision of accessible and functioning feedback and/or compliant mechanisms for beneficiaries
 0 The project **does not include** the provision of accessible and functioning feedback and/or compliant mechanisms for beneficiary

PRINCIPLE 2

FLEXIBILITY

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

6

FLEXIBLE
ASSISTANCE

Target

High Score: 12 per cent of funding included a cash component, which is \$18.4 million allocated through cash modalities, of which \$6.9 million was restricted cash assistance.

Results

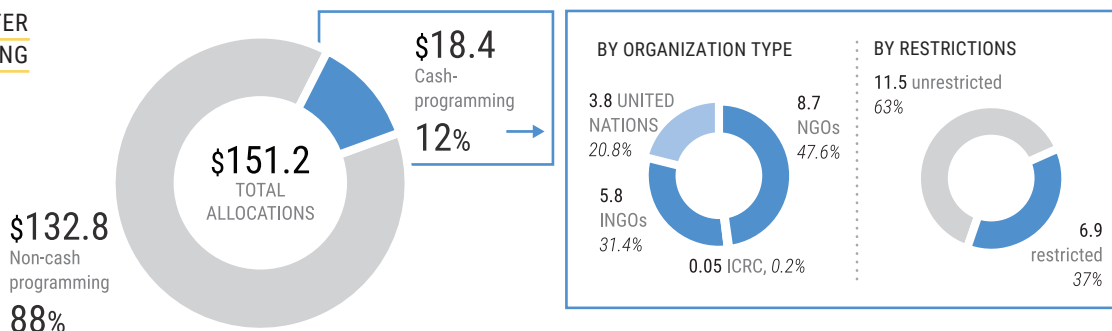
High Score: 12 per cent of funding included a cash component, which is \$18.4 million allocated through cash modalities, of which \$6.9 million was restricted cash assistance.

Analysis and follow-up

In 2021, the Fund continued to advocate the use of Cash and Voucher Assistance (CVA) and allocated nearly \$18.4 million of funding through various cash modalities. Based on feedback, affected people prefer cash to meet immediate basic needs compared with other in-kind modalities. One of the main contrib-

utors to the prioritization of cash was towards health hazard allowances for more than 2,800 COVID-19 front-line health workers and the prioritization of cash and/or voucher for the food security and livelihoods interventions under the 2021 first Standard Allocation.

Multi-purpose cash (MPC) remains the main cash modality most used, given its versatility. The amount set for the MPC follow the Survival Minimum Expenditure Basket (SMEB) amount as set out by the Gaziantep-based Cash Working Group. This ensured harmonization across all CVA distributions by other organizations as well as ensured alignment with the Do-No-Harm principle. For 2022, the Fund remains committed to working closely with the Cash Working Group to support local partners' capacity to use CVA, manage associated risks, and monitor market trends and analysis.

CASH TRANSFER
PROGRAMMING

PRINCIPLE 2

FLEXIBILITY

7

FLEXIBLE OPERATION

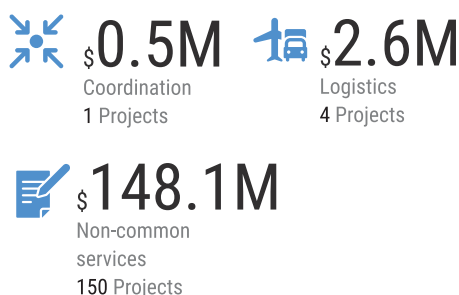
Target

CBPF funding supports an enabling operational environment through funding allocated to common services funding allocated to common services, up to a maximum of 10 per cent of annually available funds.

Results

Low Score: Two per cent of funding were allocated to common services in 2021, specific to coordination and logistics projects need for cross-border operations.

ALLOCATION THROUGH COMMON SERVICES



Analysis and follow-up

In 2021, two per cent of the allocated funding was channeled for common services, including logistics, transshipment and cross-border operations and access projects.

The first reserve allocation was critical to maintain the cross-border and transshipment operations and ensured accessibility of aid into north-west Syria ahead of the UNSCR in July 2021. Noting the poor and damaged conditions of existing roads in many parts of north-west Syria, which presented challenges to the delivery of humanitarian assistance, funding was allocated under the First Standard Allocation to support logistical efforts to rehabilitate existing roads to ensure accessibility to camps, IDP sites, markets, and other services.

In 2022, the Fund intends to continue supporting projects needed to ensure safe access and delivery of humanitarian assistance into north-west Syria. To do so, the Fund will coordinate with the OCHA Turkey Coordination and Access Units to monitor the situation on the ground and work closely with the relevant clusters such as Logistics and Early Recovery and Livelihoods to address emergency needs resulting from large-scale displacement and flooding.

8

FLEXIBLE ALLOCATION PROCESS

Target

At least 90 per cent of the total funds are allocated through Standard Allocation(s) and 10 per cent of the available funds are kept for Reserve Allocation(s) to respond to changes in the humanitarian context.

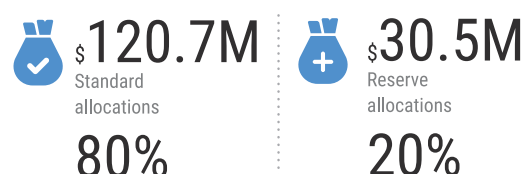
Results

High Score: The high percentage of funding allocated through four Reserve Allocations (20 per cent of the total funding allocation) is justified by the various contextual needs and operational circumstances, including continued displacement and COVID-19 in 2021, which required a rapid response.

Analysis and follow-up

In 2021, the SCHF launched two Standard Allocations (SAs) and four Reserve Allocations (RAs) amounting to \$151 million. Most of the funding was allocated in the first half of 2021 in response to the increased needs, preparedness and readiness for winter season,

ALLOCATION BY MODALITY



and a potential non-renewal of the UN Security Council resolution in July. Before the renewal of the UNSCR, the SCHF launched a SA of \$70.8 million to support the continuation of life-saving and basic services. The Fund will aim to keep a minimum of 10 per cent in reserve to respond to any unforeseen or sudden disasters in 2022 and will continue working flexibly with these two modalities as required by the context.

PRINCIPLE 2

FLEXIBILITY

9

FLEXIBLE IMPLEMENTATION

Target

Project revision requests are processed within 20 days to respond to shifting/ emerging operational needs.

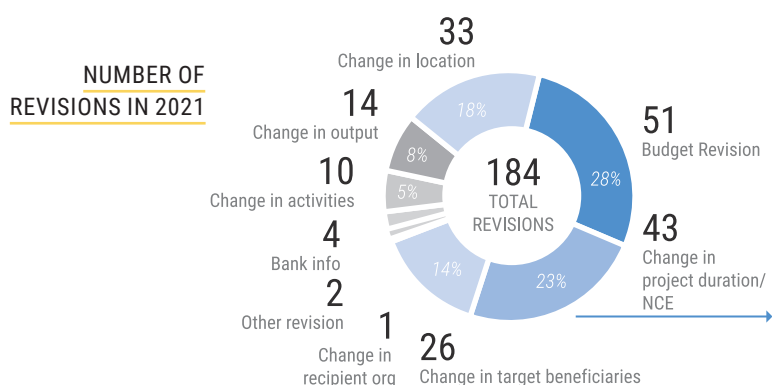
Results

Medium Score: On average, the Fund processed revisions within 22 days from submission date to being overwritten (excluding weekends and holidays).

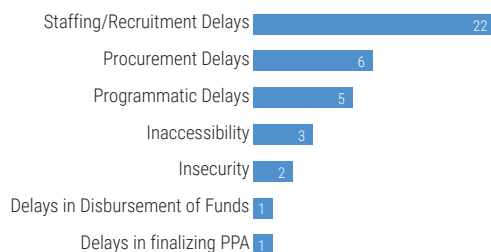
Analysis and follow-up

In 2021, the HFU processed 93 revision requests of 81 SCHF-funded projects. These included 184 multiple types of revisions, of which changes to the budget and project duration (no-cost extension) were the most frequent. It is observed that the large caseload

stemmed from the need to revise integrated projects covering multiple sectors, overlaps of activities and locations, programmatic and access-related challenges, and budgetary savings. Compared to 2020, the Fund has made substantial improvements in the timeliness of revision processing due to a combination of factors including revision trainings, earlier course corrections and stricter emphasis on the use of project modifications. For 2022, the new OCHA-HFU partner based approach will empower partners in submitting revision requests in a timely and more productive manner allowing revisions to be processed taking under consideration the complexities of the operating context and challenges in access on the ground. The Fund will undertake further analysis to assess and evaluate the efficiency of the current work stream and factors leading to the high demand for revisions from partners.



Reasons for No Cost Extension/NCE



Abdul Aziz an IDP in Al-Sadaqa Camp in the Idlib countryside embraces his granddaughter Rawan
Credit: OCHA/Bilal Al Hammoud

PRINCIPLE 3

TIMELINESS

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

10

TIMELY
ALLOCATION

Target

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

Results

High Score: The average number of days of process took 40 days for Standard Allocations and 16 days for Reserve Allocations, excluding weekend and public holidays.

Analysis and follow-up

In 2021, processing of Standard Allocation took much longer compared with 2020. Notably, the first Standard Allocation, launched in April 2021, was processed within 40 days, and completed before the critical renewal of the expiring UNSCR 2504 in July 2021.

The relatively longer time taken for the SA can be attributed to the volume of proposals, scope and nature of the project proposals and time partner organizations needed to inquire and coordinate with their respective headquarters to modify the proposals and subsequent signing of grant agreements. The Fund made considerable achievements to process Reserve Allocations within 16 days this year, which is largely due to a smaller funding to be allocated, smaller volume of proposals to be reviewed and pre-identification of partners. In 2021, the Fund made concerted efforts to streamline the review process, monitor the milestones, and coordinate efficiently with the partners, clusters and CBPF Section at HQ level. In 2022, the Fund plans to incorporate lessons learned and feedback from previous allocations to identify ways to improve the days needed for processing. This will effectively ensure the Fund can also kickstart planning for allocations within an appropriate timeframe.

AVERAGE WORKING
DAYS OF ALLOCATION
PROCESSING

| Milestones | Category | 2019 | 2020 | 2021 |
|---|----------------------|------|------|------|
| From allocation closing date to HC signature of the grant agreement | Standard Allocations | 41 | 25 | 40 |
| | Reserve Allocations | 20 | 26 | 16 |

11

TIMELY
DISBURSEMENTS

Target

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

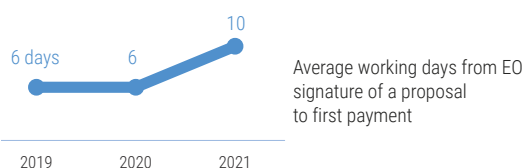
Results

Average number of days for standard allocations: **10 days**

Average number of days for reserve allocations: **9 days**

Analysis and follow-up

In 2021, the SCHF met its target of 10 days set for payment processing for standard and reserve allocations, which in turn allowed the project to respond to urgent needs quickly. Disbursements made under the Standard Allocation modality were less timely than previous years, indicating a need for the Fund to ensure a more streamlined process moving into 2022. The SCHF will identify practical solutions to ensure efficient clearance process between the field and headquarters.



PRINCIPLE 3

TIMELINESS

12

TIMELY
CONTRIBUTIONS

Target

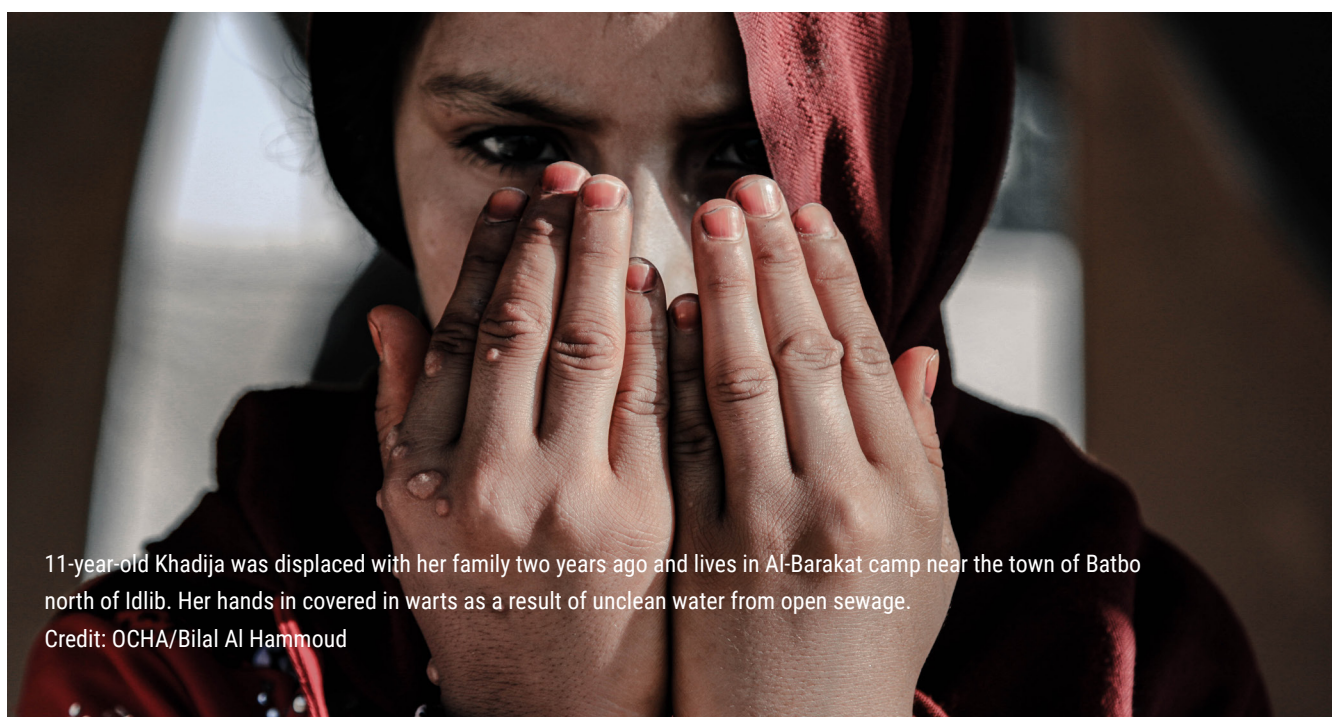
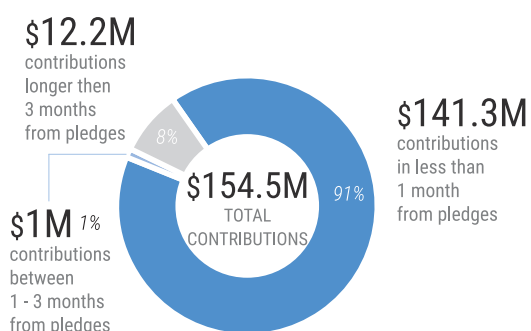
Two thirds of annual contributions committed and paid before the end of the first half of the year.

Results

High Score: In 2021, 74 per cent of the funding was received between January and June 2021.

Analysis and follow-up

The Fund continued to ensure the timeliness and predictability of funding were reported in 2021, with almost two thirds of the total contributions paid by June, similar to 2020 trend. Almost \$141.3 million were received before the expiration of the UNSCR 2533 on 10 July and adoption of UNSCR 2585. This permitted a sizable first standard allocation, of \$70.8 million, launched in March to support immediate and longer-term needs across 10 sectors. The expediency of the incoming donor contributions is also well noted, with 91 per cent received within a month of donor pledging. This predictable and timely funding stemmed from strong accountability and professionalism of HFU, in regularly engaging with the donors, providing timely updates and information on the work and vision of the Fund. The engagement led by the Deputy Regional Humanitarian Coordinator in advocating to the AB and donors for increased and timely funding has been instrumental in enabling coherent and appropriate humanitarian response planning. Due to the ongoing resource mobilization efforts and consolidation of previous years contributions the confirmed carry over of the SCHF is USD 31,3 million (as per 20 May). In 2022, the Fund plans to work closely with the DRHC and the AB to continue advocating support for timely and predictable support to the SCHF.

CONTRIBUTIONS
TIMELINESS

11-year-old Khadija was displaced with her family two years ago and lives in Al-Barakat camp near the town of Batbo north of Idlib. Her hands are covered in warts as a result of unclean water from open sewage.

Credit: OCHA/Bilal Al Hammoud

PRINCIPLE 4

EFFICIENCY

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

13

EFFICIENT SCALE

Target

15% of HRP funding received.

Results

High Score: The SCHF almost reached the target with 13.9 per cent contribution to the Syria HRP.

Analysis and follow-up

The SCHF contributes to the Syria HRP through the cross-border operations from the Turkey Hub. In 2021, the HRP requirement was divided equally between the Syria and Turkey hub, totaling \$1.91 billion. The SCHF almost reached the 15 per cent target with \$155 million contributions this year, representing

13.9 per cent of the CBPF funding target against the HRP. The Fund nearly reached the CBPF target with 92.6 per cent of the contributions. It must be noted that the Syria HRP was not launched in 2021, which in turn complicates efforts to align funding against strategic targets set for the year. In the absence of the HRP, the SCHF aligned funding targets against the 2020 Syria HRP, the Humanitarian Needs Overview (HNO) 2021 and other strategic documents available during the year. In light of globally reduced funding, the SCHF intends to scale up efforts on resource mobilization to continue highlighting the SCHF as the best placed funding mechanism within the context of cross-border assistance into north-west Syria.

14

EFFICIENT PRIORITIZATION

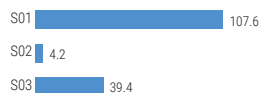
Target

All funded projects address HRP strategic priorities.

Results

High Score: All projects contributed to the HRP objectives

ALLOCATION BY HRP STRATEGIC OBJECTIVES



S01 Save lives.
S02 Enhance protection.
S03 Increase resilience and access to services.

Analysis and follow-up

As there was no Syria HRP launched in 2021, the SCHF faced difficulty aligning its in-country targets with established HRP strategic objectives and followed closely the 2020 HRP Strategic Objectives. This year further efforts were put in place to ensure projects funded by SCHF are linked with Humanitarian Planning Cycle (HPC) projects. In coordination with the Turkey-based clusters and OCHA Turkey Coordination Unit, 2021 saw more robust participation from partners in the HRP process. In 2022, the Fund aims to further complement coordination efforts from OCHA Turkey as well as plans to work closely with the other OCHA Turkey Units as well as clusters and partners to streamline its strategic priorities with the HRP objectives.

15

EFFICIENT COVERAGE

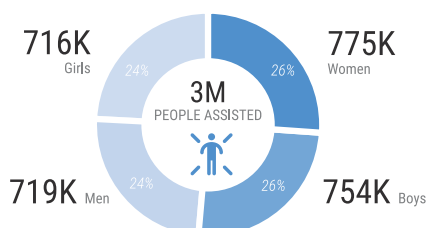
Target

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

Results

The SCHF assisted 3 million people in need in 2021 under both allocation modalities.

PEOPLE ASSISTED



Analysis and follow-up

In 2021, the SCHF assisted 3 million people through projects funded through six allocations – including both modalities. To avoid double-counting of people in need to the extent possible, this figure is counted and reported as the maximum number of people assisted per sub-district in efforts. It is observed that partners and respective have made greater efforts to ensure assistance is reaching out to all constituents – men, women, girls and boys. With the increasing people in need expected in 2022, the Fund plans to ensure a stronger prioritization exercise to avail humanitarian assistance to the most vulnerable and at-risk groups.

PRINCIPLE 4

EFFICIENCY

16

EFFICIENT MANAGEMENT

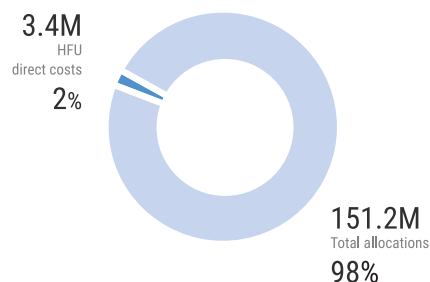
Target

SCHF operations cost (cost-plan) accounts for less than 5 per cent of overall utilization of funds (allocations + operations costs).

Results

High Score: The HFU operations cost was \$3.4 million and the total allocations \$151.2 million. The HFU cost constituted 2 per cent of the total funds utilized.

HFU EXPENDITURE
AGAINST TOTAL
ALLOCATIONS



Analysis and follow-up

Following similar trends from previous years, the SCHF continued to maintain a modest operating expenditure of 2 per cent against the total utilization of funds available in 2021, a testament to the cost-efficient management of the Fund. For 2021, the cost-plan included considerations for increased number of audits and project monitoring, notably through third-party monitoring companies. Following consultations and approval of the Advisory Board, additional staffing was added to enable the efficient management of the Fund's increased workload and funding allocated. Moving into 2022, the HFU will maintain the target for operating costs under 5 per cent of the overall use of funds. In December 2021, the Advisory Board approved the 2022 cost-plan for \$3.6 million, representing a 2.3 per cent increase over the 2021 cost-plan.

17

EFFICIENT MANAGEMENT

Target

Operational Manual is updated based on the latest version of Global CBPF Guidelines by the end Q1. Annual report and allocation papers fully compliant with global guidance documents.

Results

High Score: The Fund updated the Operational Manual in 2021 and the annual report and allocation papers were prepared in line with the Global Guidelines.

Analysis and follow-up

The SCHF Operational Manual were updated in 2021 following an iterative and consultative process with key stakeholders. The update was completed following the recommendations of the Board of Auditors, who visited the SCHF in the third quarter of the 2020. The operational modalities and the risk management elements of the Operational Manual were updated, and annual report and allocations papers were fully compliant with the Global Handbook. The SCHF Operational Manual can be accessed here alongside Annexes [here](#). In 2022, the Fund plans to ensure its Operational Manual aligns with the updated version of 2022 CPBF Global Handbook.

PRINCIPLE 5

RISK MANAGEMENT

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

18

RISK MANAGEMENT OF PROJECTS

Target

100 per cent compliance with operational modalities on five categories of the GMS assurance report (not applicable for audits as falling outside of reporting time frame).

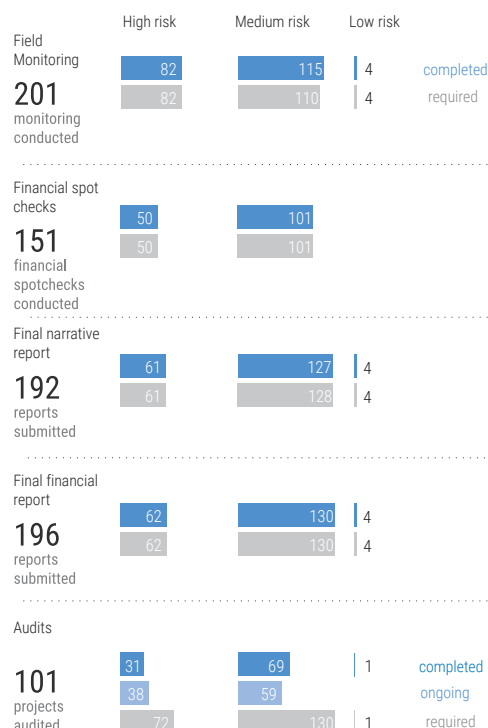
Results

High Score: On average, the completion of compliance progress across all five categories is 99 per cent, an increase from 93 per cent in 2020.

Analysis and follow-up

In 2021, there was significant increase in field monitoring, financial spot checks and audit processes. In particular, the Fund met its requirements in the field monitoring being conducted and submission of final financial reports. Further improvements were noted in relation to monitoring and audits compared with 2020. The Fund mostly conducted financial spot checks online but with the gradual ease of COVID-19 restrictions, the Fund conducted more physical office visits in the latter half of 2021.

PROGRESS ON RISK MANAGEMENT ACTIVITIES



Similar to 2020, the SCHF applied different monitoring modalities to comply with the Operational Modalities requirements, including third-party monitoring, remote call monitoring and ad-hoc visits for additional verification of reports and information shared by the partners. The Fund continued included Cluster Coordinators in its TPM-led reflection sessions with partners. The Fund shared reports of TPM results and relevant recommendations with the Clusters for further discussion with its partners.

It must be noted that it was impossible to achieve a 100 per cent compliance due to projects with pending compliance cases, forensic audits and protracted revision processes resulting from uncertainty of the operating context.

The procurement of new TPM service providers was concluded to ensure a seamless continuation of monitoring during the project implementation period. Learning from the monitoring will continue to be shared with the clusters for their review and incorporation in the allocations' planning. In 2022, the SCHF will continue organizing information sessions for its Advisory Board to share the results of the TPM monitoring and increase the accountability of the Fund.

PRINCIPLE 5

RISK MANAGEMENT

19

RISK MANAGEMENT OF PARTNER

Target

Maintaining the same number of eligible partners – 111 – compared to last year.

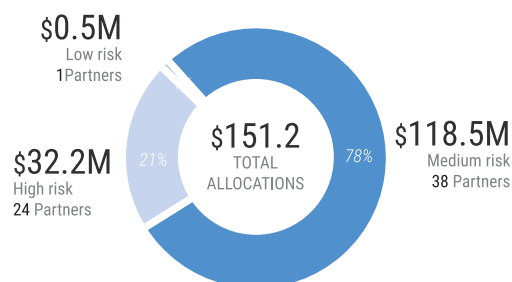
Results

High Score: The number of eligible partners stood at 111 in 2021. From the 61 applications received by OCHA HFU, only 10 organizations became eligible SCHF partners, with 51 organizations receiving feedback on how to address identified issues to further strengthen internal financial control mechanisms, PSEA and AAP policies.

Analysis and follow-up

In 2021, the Fund strengthened its Partners Performance Index (PPI) system to update partners risk level on a real-time basis and reflect its performance. Medium-risk partners received 78 per cent of funding of the total allocated amount and this constitute 60 per cent of the total 63 partners funded. 2021 saw the inclusion of 10 new local partners into the SCHF, following an extensive capacity assessment that started in late 2020. In 2022, the Fund intends to scale up the frequency of the update of the partners' performance index to ensure that their risk levels match the realities on the ground and the quality of delivery.

IMPLEMENTATION BY PARTNER RISK LEVEL TYPE



UPDATED RISK LEVEL BASED ON PERFORMANCE INDEX



OVERVIEW 2021



PRINCIPLE 5

RISK MANAGEMENT

20

MANAGEMENT OF PARTNERS

Appropriate oversight and assurances of funding is administered through CBPFs.

Reported cases: # of incidents (allegation, suspected fraud, confirmed fraud, theft, diversion, looting, destruction, etc.) in 2021, either open or closed.

On going cases: # of incidents for which measures (inquiry, assurance, measures, settlement etc.) were still on going as of 31 December 2021

Target

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

Results

High Score: All potential aid diversions or fraud cases are addressed according to CBPF SoPs on fraud management.



6

REPORTED INCIDENTS/CASE
6 open
0 closed



16

ON GOING INCIDENTS/CASE
6 incidents
10 cases

Analysis and follow-up

In 2021, the Fund stepped up its risk management to ensure greater oversight of projects and funding. In addition to regular field monitoring, financial spot-checks and audits of projects, high-risk partners were requested to submit additional monthly reports to

enable the HFU to monitor and track projects' progress, and where needed identify deviations and undertake course corrections. Similar to 2020, six cases were identified following self-reported incident and/or performance monitoring, with 16 cases under review. As per the CBPF SOPs, donors were informed at the capital and country level during different stages of the process.

The role of the Risk Management and Compliance section within the HFU remained critical in improving oversight particularly given the increased funding allocated to partners in 2021 compared to previous years. Narrative and financial reports followed by audits created another level of scrutiny to determine the accuracy, quality and consistency of information provided by partners. Overall, through the work of the various sections of the HFU, the assurance measures – audits, financial spot checks, field monitoring and reports – were interlinked thus permitting a coherent and streamlined process to manage risks. The Fund continued to maintain a dedicated and confidential feedback and complaint email channel to promote reporting of possible fraudulent activities.



Students in a school in Al-Azraq camp - north of Idlib
Credit: OCHA/Bilal Al Hammoud



Children in Ahl al-Tah camp for displaced people, north of Idlib City in Syria, take part in a solidarity event on World Mental Health Day, 10 October 2021.
Credit: OCHA/Ali Haj Suleiman



Saad, in his home in Afrin city
Credit: Takaful Al-Sham Organization

MORE INCLUSION, FEWER BARRIERS

At 27 years old, Saad Mounir Mubarak has seen many hardships. Originally from Deir ez-Zor – the largest city in eastern Syria, Saad studied computer engineering when the war broke out. As a result of extensive shelling and bombardment in his hometown, Saad suffered injuries in his eye and thigh. The life he once knew was upended and like many Syrians, Saad had to flee and leave behind his studies and the life he once knew. He moved northwards and eventually ended up in Afrin city, part of Aleppo governorate and not too far from the Turkish border. Married with four young children, and with little savings, Saad had to find employment quickly to support his family. “I did not want to rely on aid, and, as young man, I must find a regular job to support my children,” Saad explained.

With much effort, persistence and sheer luck, Saad chanced upon a project ‘Kafaf’ where he applied for an internship in bakery maintenance. Bread is a staple in Syrian households and bakeries are integral to the social and economic fabric of the community. The ‘Kafaf Project’ managed by Takaful Al-Sham Organization and funded through the Syria Cross-border Humanitarian Fund, was designed to support the sustainability of bakeries and offer opportunities to learn valuable technical skills. In Arabic, kafaf broadly means ‘sufficient.’

“One day, I was browsing the Internet and I saw an announcement on Takaful Al-Sham Facebook page about registering for an internship in ‘Kafaf’ project. I rushed to apply, and the project team contacted me a few days later. So now, I am working in a bakery in the city of Afrin. I received occupational safety training and training on bakeries maintenance provided by the project team,” said Saad proudly.

Saad, in his home in **Afrin city**.
Credit: ©Takaful Al-Sham Organization



Saad worked hard and learned as much as he could about how to repair the machinery at the bakery and how to help maintain its functioning ability. Saad was also well-liked and regarded by his team and peers at work. After completing his internship, the bakery manager offered Saad a full-time position, where he will be one of the main members of the bakery's maintenance team. Saad concluded by saying, "I was able to reach my goal and provide for my family, and I will continue to develop my skills and work to build a beautiful future for my children."



Annexes

| | |
|---------|--|
| Annex A | Accronyms & abbreviations |
| Annex B | Reference Map |
| Annex C | SCHF Advisory Board |
| Annex D | Allocations by recipient organizations |

ANNEX A

ACRONYMS & ABBREVIATIONS

| | | | |
|--------------|---|---------------|---|
| AAP | Accountability to Affected Population | ICU | Intensive Care Unit |
| AB | Advisory Board | IDP | Internally displaced persons |
| AIPG | Accountability to Affected Population, Inclusion, PSEA and Gender | IED | Improvised explosive devices |
| CBPF | Country-Based Pooled Fund | MPC | Multi-Purpose Cash |
| CCCM | Camp Coordination and Camp Management | NGO | Non-Governmental Organization |
| DEER | Central Emergency Response Fund | NNGOS | National Non-Governmental Organization |
| CFW | Cash for Work | OCHA | Office for the Coordination of Humanitarian Affairs |
| COVAX | COVID-19 Vaccines Global Access | PPI | Partner Performance Index |
| CVA | Cash and Voucher Assistance | PSEA | Prevention of Sexual Exploitation and Abuse |
| CWG | Cash Working Group | GO OUT | Reserve Allocation |
| EO | OCHA Executive Officer | HIS | Standard Allocation |
| GBV | Gender-based Violence | SCHF | Syria Cross-border Humanitarian Fund |
| GMS | Grant Management System | SGBV | Sexual and Gender-Based Violence |
| DRHC | Deputy Regional Humanitarian Coordinator | SHF | Syria Humanitarian Fund |
| HC | Humanitarian Coordinator | SMEB | Survival Minimum Expenditure Basket |
| HFO | Humanitarian Field Officers | SOP | Standard Operating Procedures |
| HFU | OCHA Turkey Humanitarian Financing Unit | SRC | Strategic Review Committee |
| HLP | Housing, Land and Property | TPM | Third Party Monitoring |
| HNO | Humanitarian Needs Overview | TRC | Technical Review Committee |
| HPC | Humanitarian Planning Cycle | UFE | Underfunded Emergencies |
| HRP | Humanitarian Response Plan | UNSCR | United Nations Security Council Resolution |
| ICCG | Inter-Cluster Coordination Group | UXO | Unexploded Ordnance |
| | | WGSS | Women and Girl Safe Space |

ANNEX B

SCHF ADVISORY BOARD

| STAKEHOLDER | ORGANIZATION |
|---------------------|---|
| Chairperson | Deputy Regional Humanitarian Coordinator |
| NGO | Syrian American Medical Society (SAMS) |
| NGO | Save the Children (SC) |
| NGO | Al-Sham Humanitarian Foundation (AHF) |
| NGO | Syria Expatriate Medical Association (SEMA) |
| UN | United Nations Population Fund |
| UN | World Food Programme (WFP) |
| Donor Seat 1 | United Kingdom Foreign, Commonwealth and Development Office (FCDO) |
| Donor Seat 2 | France |
| Donor Seat 3 | Germany and Netherlands |
| Donor Seat 4 | Ireland and Norway |
| Donor Seat 5 | Sweden and Switzerland |
| Observer | United States Agency for International Development (USAID) |
| Observer | European Civil Protection and Humanitarian Aid Operations (ECHO) |
| OCHA | United Nations Office for the Coordination of Humanitarian Affairs (OCHA) |

ANNEX C

REFERENCE MAP

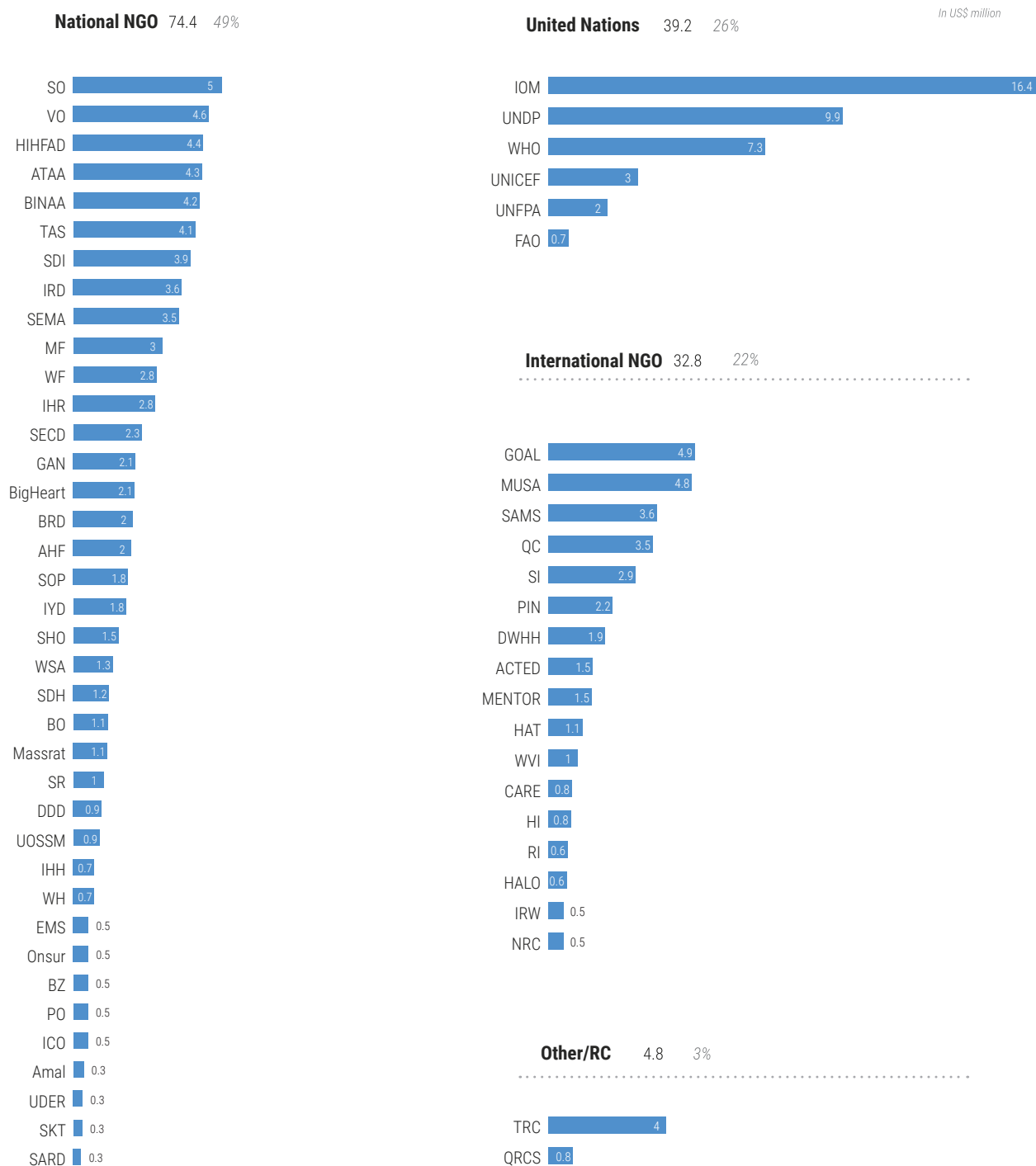


Map Sources: ESRI, UNCS.

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations. Map created in Sep 2013.

ANNEX D

ALLOCATIONS BY RECIPIENT ORGANIZATION



See Annex A for acronyms

#InvestInHumanity

SCHF Syria Cross-border
Humanitarian
Fund

UNOCHA.ORG/TURKEY

GMS.UNOCHA.ORG

FTS.UNOCHA.ORG

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