



# **NABNI**







B4P FACILITY

**Nabni Building for Peace  
(B4P) Facility**

# **TECHNICAL ASSISTANCE**



## List of Abbreviations

 <b>E&amp;S</b>	Environmental and Social
 <b>FMU</b>	Facility Management Unit
 <b>NORCAP</b>	A global provider of expertise. It is a part of NRC
 <b>NRC</b>	Norwegian Refugee Council
 <b>NRC MERO</b>	NRC Middle East Regional Office
 <b>TAP</b>	Technical Assistance Plans



# TECHNICAL ASSISTANCE

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## Overall approach of the Facility Technical Assistance to partners

Technical Assistance to partners forms one of the core functions of the Facility's work. The process through which Technical Assistance is provided seeks to accompany partners over the co-design and implementation process, identifying existing strengths and capacities that can be enhanced and investing in areas that are mutually identified for improved quality of delivery and for long term institutional or organisational development and growth of the partner.

Technical Assistance provided by Nabni is guided by the following principles:

- **Equitable partnerships:** recognising the comparative value and strengths of both partners and the Facility or external technical experts.
- **A participatory approach to determining priorities:** based on open, two-way communication between partners and the Facility.
- **A commitment to invest in partners:** which extends beyond the delivery of project activities alone, and also includes organisational-specific priorities to which partner organisations may be committed.
- **Alignment of processes to the greatest extent possible:** with the aim of reducing the burden of repeated assessments and resource-intensive processes on partners. This would also extend to aligning with any existing capacity development or Technical Assistance the partner organisation is receiving from other donors, partners or organisations to the extent possible.

Technical Assistance provided by the Facility will have two areas of focus. The first seeks to strengthen and support partner organisations in the delivery of their proposed activities financed through the Facility. The second – emphasising the Facility's commitment to accompany and invest in identified partners, seeks to support organisational development needs and priorities that may not be directly linked to delivery of the Facility supported projects or activities in the immediate, but that are identified by the partner. The two areas are however connected – as investments and support for delivery of Facility financed activities would continue to benefit the partner beyond the duration of the Facility's financing.

The expected focus of the Technical Assistance provided by the Facility across the two areas of focus would be as follows:

## 1.1 Technical Assistance with a focus on project delivery

This would form the larger component and the associated costs will be borne out of Facility-managed resources. It is expected to include:

- **Programmatic support:** aimed at strengthening the delivery, quality and impact of peace-linked or other technical programming as well as monitoring impact and measuring outcomes of the same. It may include specific technical, methodological and programmatic approaches or expertise (around the sectoral or thematic areas such as infrastructure, livelihoods, water-sanitation, gender etc), and support to partner monitoring and evaluation systems among others.
- **Environment & Social Management linked support** – aimed at supporting partners in managing the environmental, social, health and safety risks and complying with the relevant contractual, national and international standards for their operations. It would also cover related themes aimed at strengthening the organisation's capacity to meet their duty of care obligations towards staff, promoting systems for screening, assessment, and managing of E&S risks and impacts and strengthening the partner's grievance redress mechanisms.
- **Support for operational processes** – such as the partner's financial management or accounting systems, processes for procurement, logistics and other operational activities such as anti-corruption measures.

## 1.2 Technical Assistance with a focus on partner's organizational development

This will be included in the partner's budget and is estimated to be up to five percent of the partner's total budget. The priorities included under this category of Technical Assistance would be those that the partner has identified as part of their longer-term organisational development and growth plan, and could include areas such as improvements or investments in the partner's:

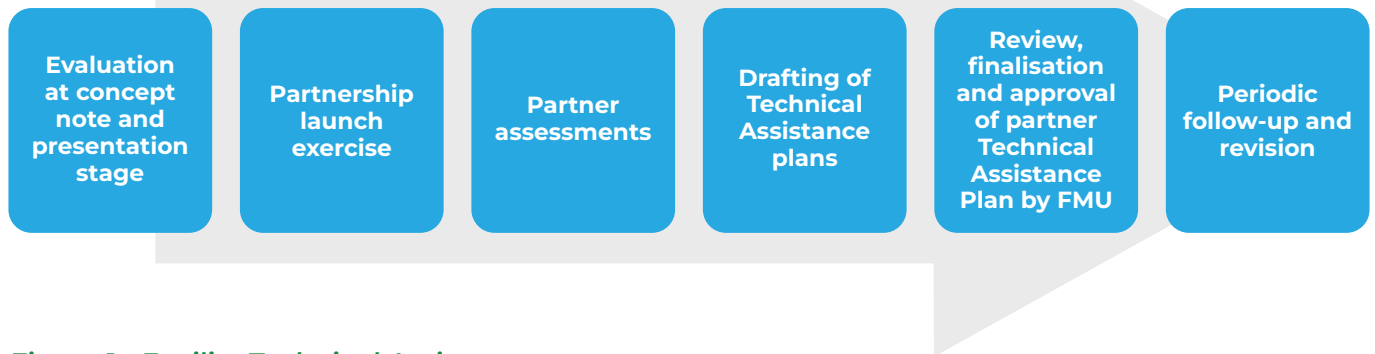
- Fundraising capacity.
- Communications.
- Organisation-wide staff capacity development priorities.
- Expertise in particular programmatic areas relevant to their mandate, context or work.
- Organisational systems – including digitalisation of systems or processes.
- Strategic positioning (e.g., developing organisational strategy; defining organisational positioning; etc.).



## 2

## Process for assessing capacities and defining Technical Assistance Plans

The process of Technical Assistance will span the period beginning at the point of evaluating partner Concept Notes and their capacity and experience in implementing proposed activities, through the project co-design phase, and over the course of the implementation period. The key activities involved in this process are presented in figure 1 and detailed below:



*Figure 1 - Facility Technical Assistance to partners*

### **i. Evaluation of Concept Notes**

In evaluating partner Concept Notes and past experience, the FMU – supported by relevant regional technical experts from NRC’s Middle East Regional Office, will identify and record potential areas of programmatic strengths and where technical support to partners may be required over the course of design and subsequent implementation of project activities.

### **ii. Partnership launch exercise**

Following the identification of partners in each country – and at the start of the co-design phase of the Facility’s work, a partnership launch workshop or exercise will be organised by the FMU. The exercise will invite relevant representatives from partner management, programmatic and operational units to explain the Facility’s broad processes, outcomes, and expectations, while also inviting suggestions for the same from partners.

### **iii. Partner assessments**

Assessments of partner organisations will then be carried out by the FMU. This is expected to include a combination of in-person visits to the partner office(s) and online interactions with relevant staff. Partners will be provided with due notice for the visit, the thematic areas that the assessment is expected to cover, and the expectations in terms of relevant partner staff that the FMU representative would need to interact with.

Partner assessments at this stage would cover several areas. For further information, please refer to the Grant Implementation Manual.

While the assessment will be aimed primarily at Grantees (partner organisations that hold the contractual relationship with the Facility), the Facility shall attempt to include the specific needs and requirements of any organisation that will be implementing specific elements of proposed projects in collaboration with the Grantees as part of a consortium.

#### iv. Drafting of Technical Assistance Plan (TAP)

Based on the outcomes of the partner assessment process, the partner and FMU will work collaboratively to draft a TAP – including an Environmental and Social (E&S) Action Plan - for the course of the partnership. The TAP will outline specific priorities, the approximate timeline and resources needed to support its delivery.

#### v. Review, finalisation and approval of partner TAP by FMU

In reviewing the Technical Assistance Plan, the FMU will pay particular attention to the extent to which the needs and considerations of sub-Grantees are included in the TAP. A partner TAP will be detailed and finalised as per the process outlined above for each partnership. This will be prepared through the co-design phase, and the finalised TAP will be a part of the Facility's contractual agreement with partners.

#### vi. Periodic follow-up and revision

Once finalised, the TAPs will form part of the contractual agreement between the Facility and partner organisations. They will be reviewed periodically as part of a regular partnership review and follow-up processes between the Facility and partners.

## 2.1 Delivery of Technical Assistance

The mode through which Technical Assistance is delivered by the Facility will be detailed in the respective TAPs for partners. The Facility will seek to adopt a range of approaches – and continually adapt the methodology and tools used, based on feedback received from partners and participants. Expected modes of delivery will include trainings, on-the-job coaching, secondments, partner exchanges, among others.

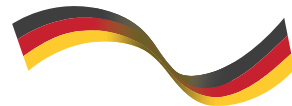
While Facility Managers in country will remain the focal points for partner TAPs, Technical Assistance delivery and support will also include:

- **Service providers:** Through partnerships that the Facility will establish with individual subject-matter experts and institutions (e.g., academia, private sector) through a competitive bidding process.
- **FMU staff:** For whom capacity development will form a key function. Capacity development support to partners is included in job descriptions and work of all Facility staff - with the expectation that they will travel frequently to support partners in implementation locations.
- **NRC Middle East Regional Office:** Who will provide backstopping for quality assurance and support on programmatic and support themes. This support will be in areas of the organisation's expertise – specifically at the stage of Concept Note review and programme design in the case of programmatic elements and will include leveraging where relevant NORCAP's roster of technical experts.



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