



**NABNI**  
B4P FACILITY


















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

# **GRANT ALLOCATION MANUAL**

---

**Applying for and Awarding  
Nabni Grants**

## List of Abbreviations

 <b>AG</b>	Advisory Group
 <b>AGA</b>	Accountable Grant Agreement
 <b>B4PF</b>	Building for Peace Facility
 <b>BMZ</b>	German Federal Ministry for Economic Cooperation and Development
 <b>CSOs</b>	Civil Society Organizations
 <b>e-CfP</b>	Electronic Call for Proposals (System)
 <b>ESCP</b>	Environmental and Social Commitment Plan
 <b>ESDD</b>	Environmental and Social Due Diligence
 <b>FMU</b>	Facility Management Unit
 <b>LPCA</b>	Local Peace and Conflict Analysis
 <b>MENA</b>	Middle East and North Africa
 <b>NGOs</b>	Non-Governmental Organisations
 <b>NO</b>	No Objection
 <b>NRC</b>	Norwegian Refugee Council
 <b>OCA</b>	Organisational Capacity Assessment
 <b>TAP</b>	Technical Assistance Plans
 <b>TC</b>	Technical Committee

**This Grant Allocation Manual** details the requirements and procedures for each step of the grant making process of Nabni. Section 1 introduces the Nabni B4P Facility and Section 2 provides **details on eligibility for grants**. Section 3 then details the **application process**. Finally, Section 4 highlights **information with regards to next steps** (inception and co-design and the implementation and monitoring of projects) that are important for potential grantees to understand at the application stage.

The aim is to ensure a standard approach for each grant allocation process and adherence to policies that safeguard the Nabni B4P Facility Project and comply with donor requirements.

This Manual will be reviewed regularly and amended to reflect new requirements and best practice. Users are invited to offer feedback on the appropriateness and usability of this Manual.

Details about the applicable regulations and further guidance for selected grantees can be found in the Grant Implementation Manual of Nabni Facility which will be shared with selected partners upon the conclusion of grant allocation process.

This document is provided in both English and Arabic languages for reference purposes. In the event of any discrepancies or inconsistencies between the two versions, the English version shall take precedence and be considered the authoritative version for all legal and official purposes. This disclaimer is included to ensure clarity and consistency in interpretation and implementation.

**LAST UPDATED:** November 2023



# GRANT ALLOCATION MANUAL

## APPLYING FOR AND AWARDING NABNI GRANTS

## Table of Contents

<b>1.</b>	<b>About the Nabni B4P Facility</b>	<b>5</b>
1.1	Overview of the Nabni B4P Approach – The Three Pillars	5
1.2	Governance Structure	8
<b>2.</b>	<b>Financing of Equitable Partnerships - What is Nabni Looking For?</b>	<b>9</b>
2.1	Partner Characteristics	9
2.2	Partner Minimum Eligibility Requirements	11
2.3	Partner Minimum Standards for Grant Management	12
<b>3.</b>	<b>Partners and Concept Notes identification</b>	<b>13</b>
	Step 1: Development and Launch of Call for Concept Notes	14
	Step 2: Submission of Concept Notes	15
	Step 3: Evaluation of Concept Notes	15
	Step 3.1: Initial Screening of Applicant Organisation	16
	Step 3.2: Evaluation Process	16
	Step 4: Due Diligence	17
	Step 5: Concept Note Presentations	18
	Step 6: Final Selection Decision	18
<b>4.</b>	<b>Next Steps</b>	<b>19</b>
4.1	Inception and Co-design	19
4.2	Project Implementation and Grant Management	22



## About the Nabni B4P Facility

'Nabni' (نابني) - the Building for Peace Facility (B4PF) in the Middle East and North Africa (MENA) - meaning 'we build' in Arabic, is an initiative which aims to contribute to conflict prevention, promoting peace and reconstruction in the region.

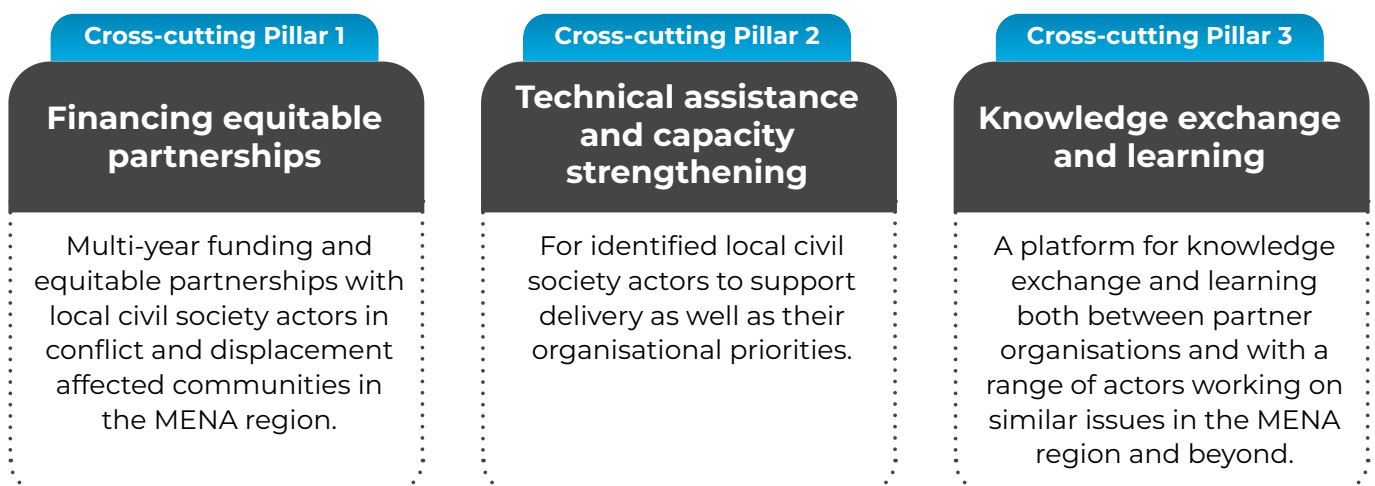
Funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) through the KfW Development Bank, Nabni supports national and local Non-Governmental Organisations (NGOs) and Civil Society Organisations (CSOs) to implement projects that aim to reinforce social ties at the local level, strengthen governance, and improve access to essential services and opportunities. For further details on the strategy, please refer to Nabni Strategy available on the Nabni website ([www.nabni-facility.org](http://www.nabni-facility.org)).

The Norwegian Refugee Council (NRC) is the Facility Manager. Through the Nabni Facility Management Unit (FMU), NRC facilitates the implementation of Nabni and builds learning of the B4P approach in the MENA region.

### 1 Overview of the Nabni B4P Approach – The three pillars

The goal of the Nabni B4P Facility is **to support conflict-impacted communities in the MENA region to be peaceful and inclusive through locally led transformation processes that are built on local people's vision of the future**. Based on a partnership model which builds strategic relationships in crisis contexts, Nabni works with values-driven, credible, locally rooted NGOs and CSOs with strong networks. It does this through the three intertwined Pathways outlined in [figure 1](#).

Nabni's work as a Facility is centred around three pillars.



Through technical assistance, financial resources and opportunities for knowledge exchange and learning, Nabni supports them to facilitate inclusive, local change processes based on community needs.

The Nabni approach aims to prioritise partnerships and process over projects. Nabni recognises that developing initiatives which genuinely respond to local needs, are grounded in local realities, and which are sustainable long-term, require participatory and community-led processes which take time and resources.

As such, this grant making process does not follow the typical steps of applicants putting concrete project ideas into a full proposal. Instead, Nabni seeks partners which are aligned with the Nabni vision and approach, and Concept Notes which outline project ideas, and the processes and resources proposed.

The processes are then jointly carried out in a subsequent Inception and Co-Design phase once a partner has been identified. Selected partners work closely with the Facility to co-develop a full project proposal to be implemented over an estimated period of two years.

For more information about Nabni's approach and the **technical assistance and capacity strengthening and Learning and Knowledge Management** pillars, please visit the Nabni website.



Figure 1 - Nabni Theory of Change

Nabni's governance structure has three levels as described below:

- **The donor / BMZ** provides direction to the Facility and makes strategic business decisions, including selecting Nabni's intervention countries, reviewing, and approving the selection of partners and concept notes.
- **The Advisory Group (AG)** provides strategic advice to the Facility and is comprised of international and regional thematic experts and stakeholders.
- **The Technical Committee (TC)** comprises of the KfW Sector Team and members of the Nabni FMU. It is responsible for discussing and supporting key processes for the effective implementation of the Facility's work. Moreover, it is responsible for defining the selection criteria in the call for concept notes, for reviewing the evaluation report at the conclusion of the selection process, and in recommending partners/concept notes for funding.

**The Nabni Facility Management Unit (FMU)** is responsible for day-to-day management of the project and its operational decisions. In particular, the FMU is responsible for:

- Ensuring the overall functioning of the Facility.
- Taking decisions on all operational aspects, including steps of the grant allocation and the co-design of project processes that are not explicitly the prerogative of KfW and the Nabni governing bodies mentioned above.
- Administering the programme account, including the cash-flow to grantees.
- Reporting, monitoring and oversight of projects implemented by grantees, including but not limited to, project activities implementation, financial management and compliance with relevant local, national, international and donor requirements.

Principles of work and decision-making process of the governance structure are detailed in the Terms of Reference for the Governance Structure available on the Nabni website.





## Financing of Equitable Partnerships - What is Nabni Looking For?

The **Financing of equitable and respectful partnerships** – pillar 1 - commences with the selection of countries where projects funded by Nabni will be implemented and consists of 3 main phases.



This manual focuses on phase 1 – Partners and concept notes identification.



### Partner Characteristics

While the above-mentioned Pathways (improved social cohesion and peaceful co-existence, equal access to improved and inclusive infrastructure, services and livelihoods options, and strong and accountable governance) are all key to the outcomes that Nabni seeks, Nabni does not expect partners to be able to lead activities under all three Pathways. As such, organisations that can manage community engagement processes and navigate the related complexities and divisions but are not necessarily able to manage large budgets or infrastructure investments, or organisations that can manage infrastructure investments but with no substantial experience facilitating community dialogue processes, should consider applying in consortium if open to working in collaboration with others.

In line with requirements set each time in the Call For Concept Notes document ([see Section 3, step 1 below](#)), Nabni's calls for concept notes target:

- Consortia<sup>1</sup> formed by a local lead organisation (the NGO applicant) and a local partner(s) (NGO or CSOs)
- Local individual organisations (NGOs).

The consortium leader must be an operational implementing organisation. NGO networks therefore do not qualify to apply as consortium leaders. They are eligible as sub-grantees. The exact contractual set-up for networks would be decided in the co-design phase.

The successful applicant organisation – whether it is an individual NGO or the lead organisation in a consortium – becomes a Nabni Grantee and other members of a consortium become Sub-Grantees.

Individual NGOs or CSOs meeting Minimum Eligibility Requirements outlined in [Section 2.2](#), but not sufficiently equipped to meet the Minimum Standards for Grant Management outlined in [Section 2.3](#), are encouraged to apply as prospective Sub-Grantees in consortium with an NGO that meets those minimum standards.

<sup>1</sup> Already existing consortia and consortia formed for the purpose of the Call.

For contractual reasons, the infrastructure component of the projects must be fully implemented by the Grantee organisation signing the contract with Nabni. Sub-grantee organisations are expected to co-implement the social cohesion components of the project which may include different non-infrastructure activities (such as livelihood support, technical education).

In case of consortia, governance arrangements are formalised during the co-design phase (see [Section 4.1 below](#)) and depend on the nature of the projects and the expertise of the organisations engaged. The FMU supports the development of governance structures which aim to guarantee equitable partnerships between Grantees and Sub-Grantee(s) and to prioritise local perspectives in decision-making.

In general, Nabni looks to partner with consortia or individual organisations which:

- Have **local leadership** and are grounded in the communities they work in.
- Are seen as **credible** by local communities and key local (and where relevant, regional and national) stakeholders.
- Are **accountable** to local communities in their ways of working.
- Have experience **redressing grievances** which have been voiced by local community members or other stakeholders, with defined processes for the same.
- Have a **vision** for the kind of transformative change they want to see.
- Have proven to be **effective** in initiatives and projects they have led on or supported in the past.
- Have proven experience in managing programmes that include large infrastructure investments.
- Have an ability and demonstrated experience in **navigating complexities and divisions** that may exist between groups in a community.
- Are **collaborative** in their approach, willing to engage and work with a variety of actors.
- Are **conflict sensitive** in their work and processes and able to demonstrate how they avoid doing harm through their work.
- Are **inclusive** in their work and ways of working.
- Take into consideration the specific needs of women, men, boys and girls in processes and programme design.
- Demonstrate an ability to manage and take **environmental, social, health and safety impact considerations** into account in their work.

## 2 Partner Minimum Eligibility Requirements

Any organisation receiving financial support from Nabni – whether as a Grantee or as a Sub-Grantee – must meet the following minimum eligibility requirements:

- Be officially registered with the relevant country authorities.
- Have a physical presence in country (office/premises).
- Have a tax registration number in country issued by the relevant country authorities.
- Have an organisational bank account.
- Have annual financial statements of the organisation regularly audited by a certified professional external auditor.
- Not be present on any sanction's lists<sup>2</sup>. This applies to the organisation, its affiliates, subsidiaries, its staff or any other person acting on its behalf.
- Not been present on any public record data held by law enforcement agencies and regulators covering entities that have been convicted of criminal offences or been subject to an administrative sanction<sup>3</sup>.

- 2 Sanctions: the economic, financial or trade sanctions laws, regulations, embargoes or restrictive measures administered, enacted or enforced by any Sanctioning Body. Sanctions List: any list of specially designated persons, groups or entities which are subject to Sanctions, as issued by any Sanctioning Body. How to find out if the organisation is listed on a sanction list:
- Check Government Websites: Many countries and international organisations maintain public lists of sanctioned individuals, entities, and countries. Organisations can check the official government websites of relevant jurisdictions to see if they are listed. For example, the UN maintains the list of sanctioned entities and individuals on the UN Security Council website.
  - There are third-party services and software available that can help organisations screen their customers, suppliers, and partners against various sanction lists. These services can streamline the process and provide automated checks to identify potential matches.
  - Seek Legal or Compliance Expertise: If an organisation is unsure about its compliance status or needs assistance in navigating the complexities of sanctions and export controls, it may seek legal or compliance expertise from professionals experienced in international trade law and regulations.
- 3 These lists cover entities that have (for example) been convicted of criminal offences or been subject to an administrative sanction (e.g. a person who has been disqualified as a company director or excluded from bidding for World Bank contracts).

## 2 3 Partner Minimum Standards for Grant Management

In addition, organisations applying as individual NGOs or as the lead organisation/Grantee of a consortium<sup>4</sup>, should meet the following minimum standards for grant management and accountability in order to sign a contract with Nabni<sup>5</sup>:

- Have documented policy, or practices documented outside of a specific policy, describing the grievance mechanism in place that allows local actors, communities, and stakeholders to share concerns and complaints about their activities, processes or work.
- Have a safeguarding written policy (i.e., code of conduct – or a similar document including rules for employees and employers to follow in the workplace -, child safeguarding, etc.).
- Have a set of written guidelines or procedures that guide financial management, and procurement.
- Have a set of written guidelines or procedures that guide human resource management (i.e., recruiting, contracting, duty of care) in compliance with national labour law.
- Have an accounting software or bookkeeping system in use to track and book-keep financial transactions.
- Have an anti-fraud/anti-corruption written policy or practices documented outside of a specific policy (i.e., included as a section of the financial manual).
- Have proven experience managing funds from an international institutional donor (directly or through INGO) in the past 3 years<sup>6</sup>.

The above requirements will be included in the Call for Concept Notes document. At the call for concept notes stage, the FMU may adapt the minimum eligibility requirements, minimum standards and relevant questions included in the questionnaire to ensure that an appropriate number of concept notes are received.

4 Partner's minimum standards for Grant Management are not applicable to Sub-Grantees.

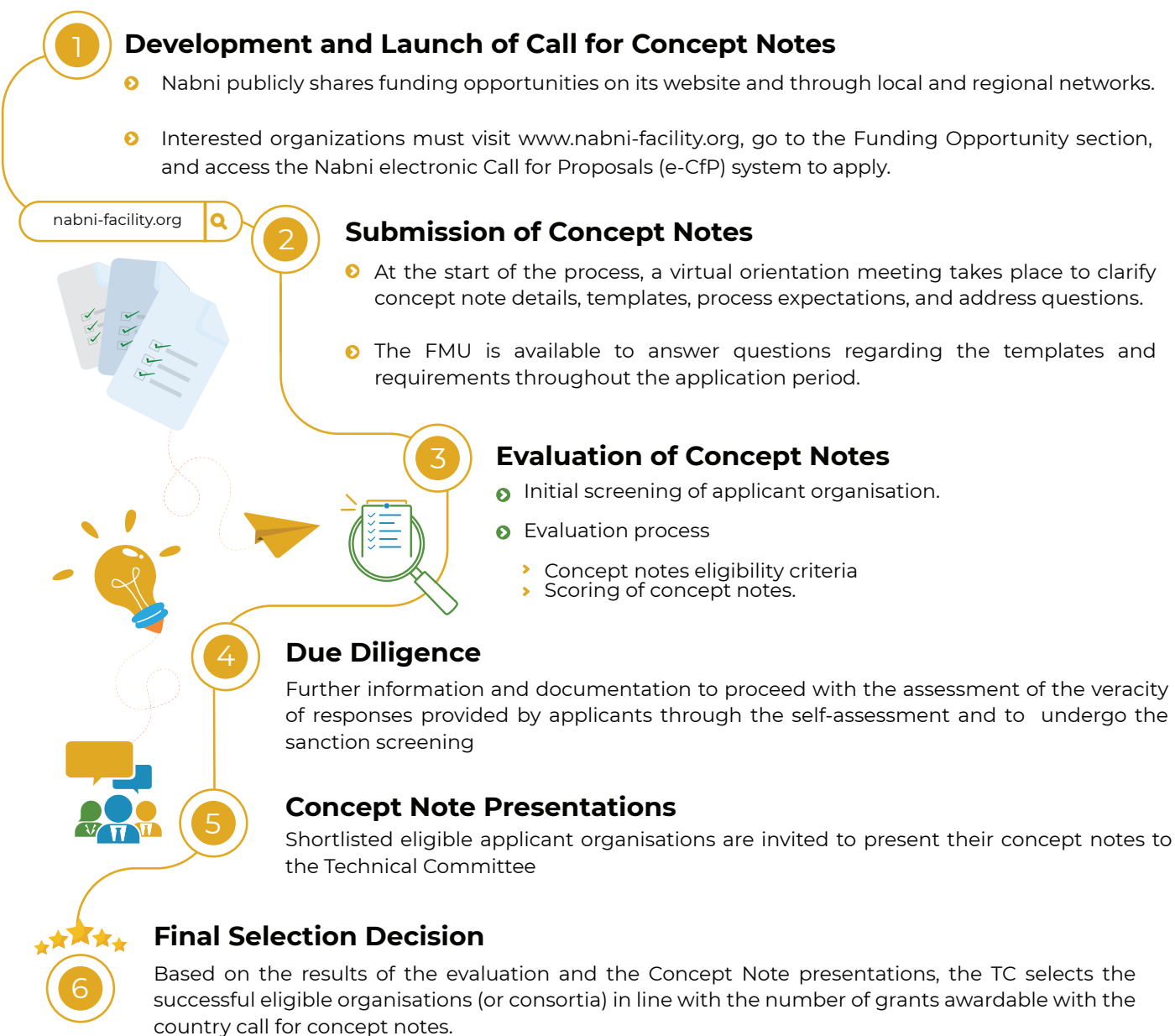
5 As Nabni is not a legal entity, legal document such as contracts and agreements are signed by The Norwegian Refugee Council (NRC) in its capacity as the Facility Manager for Nabni.

6 The FMU may reach out to donors (or INGOs) for reference check.

## **3 Partners and Concept Notes identification**

The grant allocation process is based on a call for concept notes specific to each country targeted by Nabni as a result of the country selection process. As mentioned above, each call for concept notes sets a strategic and geographic focus that needs to be considered in addition to the requirements of this Manual.

The partner selection and award process involve the steps described below.



**Figure 2 - Grant Allocation process**

## Step 1

## Development and Launch of Call for Concept Notes

Requirements and evaluation criteria of each call for concept notes are informed by Nabni's "Early Market Engagement"<sup>7</sup> (EME)<sup>8</sup> activities in each country. The FMU uses this information to develop the specific country call for concept notes document, which includes the following criteria, information, and requirements:

- Eligibility requirements and minimum standards as specified at Section 2.2 and 2.3 above.
- Target organisations, e.g., consortia or both consortia and individual organisations.
- Number of grants to be awarded through the specific country call for concept notes.
- Thematic focus, strategic sector(s) and target priority geographic areas or region(s) (where applicable).
- Criteria for evaluation of concept notes.
- Basic information on the projects (available budget and expected duration).
- Concept notes template and instructions.

Calls are publicly announced on Nabni's website and disseminated through in-country and regional networks.

**Organisations interested in applying for the funding opportunity are required to access the Nabni electronic Call for Proposal System (e-CfP)** following the link available on Nabni website – Funding Opportunities section.

By following the link, organisations are required to download the relevant call for concept notes document which clearly lays out requirements, instructions to apply and stages in the process.

As part of Nabni grants allocation process, the FMU reserves the right to request additional documents and seek clarifications from applicants throughout the evaluation process. This ensures that the actors involved in the selection of partners and concept notes have a comprehensive understanding of each application and can make informed decisions based on the available information.

7 This includes developing peace and conflict analyses and carrying out mapping of civil society stakeholders in the country.

8 The EME aims to build a sound understanding of stakeholders, actors, the operational environment, and existing programmes focused on similar issues to the Facility. The process informs the operations of the Facility and enables key decisions around issues, stakeholders, potential geographical locations for intervention, coordination with existing programmes, and potential civil society partners - allowing these decisions to be better informed and more conflict sensitive.

## Step 2

## Submission of Concept Notes

Concept notes, including budgets, are developed by applicant organisations using concept notes template.

**Concept notes shall be uploaded submitted through the same e-CfP system** from which the organisations downloaded the concept notes template.

Alongside the concept note, organisations are requested **to provide brief general organisational information, and to submit a basic self-assessment questionnaire<sup>9</sup>** concerning partner minimum eligibility requirements and minimum standards for grant management (see Section 2.2 and 2.3 above). When filling out the online questionnaire, applicants are requested to provide genuine information. The veracity of the responses is assessed by the FMU at the Due Diligence stage (see step 4 below).

The FMU provides support to participants without affecting the integrity of competition. The sole responsibility for the concept notes rests with the individual organisations or with the lead organisation of consortia applying and the Nabni management does not provide feedback or recommendations on specific concept notes prior to submission in order to ensure fair competition. However, it:

- Offers a virtual orientation meeting for interested organisations at the beginning of the process to explain the call for concept notes document, the relevant template, the expectations for the process and projects and answer general questions.
- Is available to answer questions regarding the templates and requirements throughout the application period.
- In the interest of transparency, the Facility will also share responses to common individual questions or queries received on the Facility website.

## Step 3

## Evaluation of Concept Notes

### Step 3.1: Initial screening of applicant organisation

- **The FMU screens results of the self-assessment** online questionnaire provided by applicants at the submission of the concept notes (see step 2 above).
- **Successful applicant organisations** that meet all the minimum eligibility requirements and the minimum standards for grant management applicable to the country call for concept notes **move to the concept note evaluation stage**.

### Step 3.2 Evaluation process

Following the initial screening concept notes from eligible applicant organisations are evaluated by the FMU.

<sup>9</sup> At the submission of concept notes stage applicant organisations are required to share information with the FMU. All data shared with Nabni are subject to the application of the European Union General Data Protection Regulation (EU) 2016/679 ("GDPR"). Only approved users with specific user rights have access to the call for proposals e-Sourcing system and will be able to access personal identifying data. Information entered in the e-Sourcing system is not public information.

## 1. Concept notes eligibility criteria:

Concept notes will be evaluated against a set of basic criteria as a first step in the evaluation process. These will include :

- Conformity with requirements outlined in the Call for concept notes (e.g., must address the core problems identified by the FMU, not exceed the available budget, not exceed the stated project duration).
- Thematic and geographic relevance of the proposed intervention to the call (e.g., thematic focus, target priority geographic areas or region(s)).
- Alignment with the Theory of Change of the facility available on the Nabni website.

## 2. Scoring of concept notes

Following the further screening of concept notes, those still found to be eligible are scored by the FMU. The scoring is based on a set of established criteria with assigned weights for both the profile of the organisation (or the consortium), demonstrated capacity and experience, as well as the relevance and quality of proposed intervention outlined in the concept note. Scoring criteria and weightage assigned may be adjusted for specific calls. Details of evaluation and scoring criteria will be as follows:

**Scoring card:** The evaluation criteria will assign 40% of the available points to the concept note and 60% to the organisational profile (mandate, values). Within these two categories the FMU will have flexibility to define the exact criteria and adjust the weighting between them to cater to specific situations in the country context for each call.

Evaluation criteria are expected to comprise the following<sup>10</sup>:

### Organisational profile (60%)

- Prior experience in the relevant thematic areas of intervention and an ongoing operational presence in the geographic area.
- Project references in the area of building peaceful and inclusive societies and in the area of infrastructure.
- The values and the past experience of the organisations (such as how the organisation works with women/ engages with minority groups/ ensures accountability to local communities/ addresses grievances/ collaborates with other civil society actors and government/ demonstrated capacity and past history of managing projects on a similar scale).

Individual applicant organisations and lead applicant organisations for consortia will be evaluated using the same set of criteria.

<sup>10</sup> The evaluation criteria should be considered as a non-exhaustive example. Final criteria will be set for each call for concept notes and included in the relevant Call for Concept Notes document.



## Concept note (40%)

- Clarity and completeness of the concept note.
- Relevance of the proposed project for addressing identified core problems.
- Alignment with priorities set in the call (e.g., Thematic focus, strategic sector(s) and target priority geographic areas or region(s)).
- Implementation approach.

**For each grant to be awarded through the call, the FMU shortlists a minimum of 3 concept notes and applicant organisations or consortia. E.g.,** if the FMU is planning to award 2 grants, then 6 applicants would be shortlisted.

At the end of step 3, the shortlisted applicant organisations which successfully passed the evaluation of concept notes stage undergo a due diligence process. The FMU reaches out to shortlisted organisations via email using the contact provided by the applicant organisations through the Nabni eCfP system at the submission of concept notes stage.

## Step 4 Due Diligence

The objective of this step is to ensure that shortlisted organisations that successfully passed the evaluation step meet all the eligibility requirements, and that organisations applying as individuals or lead organisations of consortia meet the minimum standards for grant management needed for signing a contract with Nabni.

The FMU asks shortlisted applicant organisations to submit and share the following information and documentation<sup>11</sup>:

- Further information and documentation<sup>12</sup> to proceed with the assessment of the veracity of responses provided by applicants through the self-assessment questionnaire at the submission of concept note stage (see step 2 above).
- Identification documents and contact details of representatives to undergo the sanction screening<sup>13</sup>.

**The FMU performs the assessment and the screening for each of the shortlisted applicant organisations.**

At this stage, Nabni communicates which applicant organisations have been successful and are invited to the next stage in the process and informs non-eligible and/or unsuccessful applicants about the status of their applications.

<sup>11</sup> The FMU reaches out to shortlisted organizations. Information and documentation shall be shared with the FMU via email.

<sup>12</sup> for instance, organisational policies and manuals, past audit reports, registration certificate, bank statements.

<sup>13</sup> Details provided are used to confirm that the organisation(s) and its Representatives are not listed on any sanction's lists. The screening is conducted in compliance with NRC screening SoP (further details are provided in the Programme & Operational manual).

## Step 5

## Concept Note Presentations

**Those eligible shortlisted applicant organisations which have been successful in the evaluation and the due diligence stage are invited to present their ideas to the Technical Committee (TC) of the Facility.** Prior to the presentation the FMU shares with the TC:

- The name of the shortlisted eligible applicant organisations.
- Their concept notes.
- The evaluation grid with results (scoring) obtained at the evaluation stage (see step 3.2 above) for the relevant shortlisted applicant organisations.
- Results of the Due Diligence process for the relevant shortlisted applicants.

The presentation is an opportunity for prospective grantees to exchange with the Nabni management about their vision, experience, and proposals as they pertain to the vision and approach. It is an opportunity for the Nabni management and prospective grantees to raise any concerns or questions they may have.

For concept note presentations with shortlisted applicant organisations, the evaluation criteria are the same used at step 3, point 1 of the evaluation process (and included in the call for concept notes document). Through a semi-structured interaction with the Technical Committee on the project idea along the above-mentioned criteria, the sophistication of the concept and experience of the staff is evaluated, and prospective grantees have an opportunity to present or clarify their vision, ideas and experience.

Using a concept notes evaluation grid, and based on results of the concept notes presentation, the TC updates the initial scoring assigned by the FMU to the shortlisted applicant organisations (or consortia) at the scoring of concept notes stage.

## Step 6

## Final Selection Decision

**Based on the results of the evaluation and the concept note presentations, the TC selects the successful eligible organisations (or consortia)** in line with the number of grants awardable with the country call for concept notes.

The decision is communicated to the organisations (or consortia). The decision is also communicated to unsuccessful applicant organisations that reached step 5 of the process and feedback is offered and provided, should they request it.

## 4 Next Steps

This section is to give prospective grantees – identified at the end of the process outlined above, an idea of the next phases of the process as well as of the main requirements to allow for an informed decision about applying.

Details of the process, contractual requirements and procedures can be found in the Grant Implementation Manual of Nabni Facility which will be shared with selected partners upon the conclusion of grant allocation process.

### 1 Inception and Co-design

Once the selection of the grantee and its concept note is approved, activities included in figure 2 take place during the inception and co-design of the project phase.

Once a partner is selected an initial co-design agreement will be signed.

The vision of the community for a peaceful and inclusive future is at the heart of the Nabni approach and the project measures shall be used to initiate the related change process. During the Co-Design Phase the Local Peace and Conflict Analysis (PCA) and a further participatory needs assessment with local communities and authorities will be carried out. The Local PCA and the needs assessment will inform the full design of the project; as such, **the initial project idea might be subject to significant changes based on the findings of the Local PCA and the needs assessment** in order to align the project with the context, needs and specific dynamics.

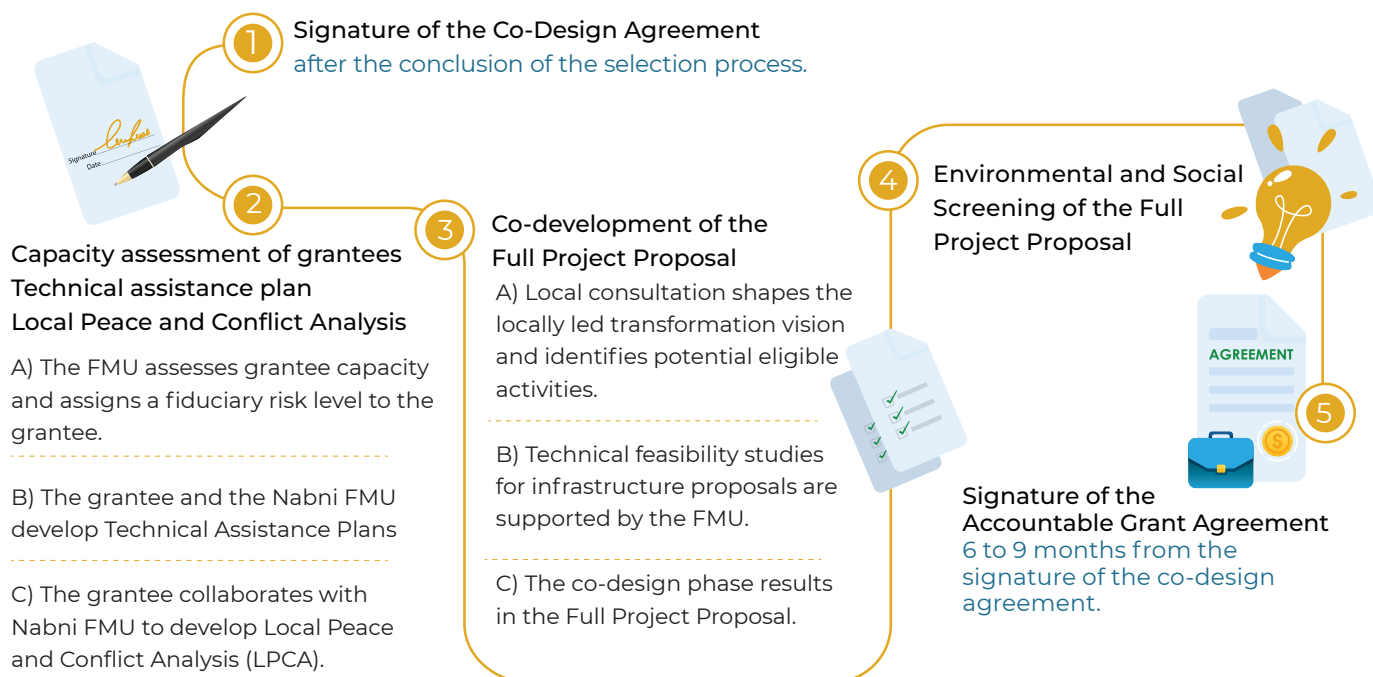
The grantee and the FMU will closely cooperate in the process of adjusting the concept. The co-design phase is expected to last anywhere between 6 and 9 months<sup>14</sup>.

The cost associated with the establishment/refinement of systems such as the Environmental and Social Management System (assessment, development of policies, procedures, etc.), as well as the cost to develop the Full Project Proposal (at Grantee and Sub-Grantee level), are covered by Nabni and included in the initial Co-Design Agreement to be signed by NRC and the selected Grantee<sup>15</sup>. The budget will be developed as part of the Co-Design Agreement negotiation.

The result of the process will be a full project proposal which becomes part of the Accountable Grant Agreement (AGA).

<sup>14</sup> The duration of the co-design phase depends on several factors (number and type of systems that need to be build refined to comply with donor rules, approval from local authority, etc.).

<sup>15</sup> As Nabni is not a legal entity, legal document such as contracts and agreements are signed by The Norwegian Refugee Council (NRC) in its capacity of Facility Manager for Nabni.



**Figure 2 - Co-design of projects - Workflow**

## Step 1

### Signature of the Co-Design Agreement after the conclusion of the selection process.

**The Co-Design Agreement is signed by the parties** to regulate roles and responsibility, timeframe and expected deliverables<sup>16</sup> the parties during the co-design phase. It includes a budget to cover costs for activities, including staffing and other relevant expenses.

## Step 2

### Capacity assessment of grantees Technical assistance plan – Local Peace and Conflict Analysis.

- An organisational capacity assessment is carried out by the FMU to assess capacity of grantees on several areas including governance, support functions, ethics, environmental and social system, and management of the delivery chain.

Based on the score obtained during the capacity assessment, grantees are assigned one of three fiduciary risk levels: High, Medium or Low. The assigned fiduciary risk level determines the contractual arrangements that will be applied to the grant

- Informed by results of the organisational assessment, Technical Assistance Plans (TAPs) are co-developed with grantees<sup>17</sup> to build/refine a risk adequate environmental and social management and to support them through the implementation of the project. The TAPs also detail support for organisational capacity development priorities identified by the grantee.
- A Local Peace and Conflict Analysis (LPCA) is co-developed and carried out by the grantee (and sub-grantee) with the support of the FMU.

<sup>16</sup> During the co-design phase, Nabni and the selected grantee may agree to implement small-scale, low-cost activities that are focussed and relatively simple to implement to build trust and support the area/communities where the Full Project will be implemented.

<sup>17</sup> Technical Assistance Plans (TAPs) are based on mutual agreement between the parties, in line with the organisational priorities and results of the OCA and the ESDD assessments.

### Step 3

#### Co-development of the Full Project Proposal

- Consultation with local communities and authorities takes place to develop a vision for a locally-led transformation processes and to identify potential eligible<sup>18</sup> activities that can support the transformation.
- Additional partnerships with national/local CSOs may be sought and formed at this stage.
- A technical feasibility study for proposals that intend to include infrastructure interventions takes place with the support of the FMU.
- The outcome of the co-design phase is the Full Project Proposal, including a Narrative document, a Results Framework, a Monitoring Plan, a Procurement Plan, a detailed Project Budget and a Technical Assistance Plan.

### Step 4

#### Environmental and Social Screening of the Full Project Proposal

With the support of the FMU, an Environmental and Social Screening of project's activities and a risk categorisation of the project take place with the support of the FMU.

### Step 5

#### Signature of the Accountable Grant Agreement

6 to 9 months from the signature of the co-design agreement.

Contracting: **The Full Project Proposal forms an integral part of the AGA** to be signed by the parties<sup>19</sup>. **The AGA is drafted by the FMU and signed by the grantees and NRC.**

<sup>18</sup> Proposed activities are checked against the "KfW Exclusion List" (activities that are considered non eligible and therefore cannot be implemented under Nabni project). Non-eligible activities will not be included in the Full Project Proposal.

<sup>19</sup> If there is a consortium: After the AGA is signed, the Grantee will sign the sub-grant agreement(s) with its partners. The FMU will support the partners in drafting the agreement and will review that the agreement fairly represents the agreed division of labour between the Grantee and Sub-Grantee. In addition, the FMU will support the development of a governance structure which aim to guarantee equitable partnerships between Grantee and Sub-Grantee(s).

This section provides an overview of the most important **contractual regulations from the AGA** that govern Nabni's relationship with grantees once selected. Nabni considers it vital for applicants to be aware of key contractual arrangements as they consider whether to enter a partnership with the Facility. In particular, it aims to highlight some of the regulations and procedures which grantees are expected to comply with when working with Nabni.

### Procurement

Nabni Grantee Procurement Guidelines forms an integral part of the AGA and grantees are required to comply with them and to use Nabni procurement templates, including Nabni's standard tender bidding document and contract templates for consulting service, service providers, goods, and works contracts. Selected grantees are required to draft an annual Project Procurement Plan to be reviewed by the FMU.

### Screening of staff and suppliers

Grantees are required to screen all employees (either of the Grantee or Sub-Grantee) working on the project and paid (in full or partially) by Nabni funds against sanctions lists, and all transactions with third parties funded by Nabni. Nabni is committed to support grantees to identify ways of facilitating the screening process in compliance with Nabni rules.

### Reporting and disbursement of funds

Grantees shall report regularly to Nabni through a cycle of annual and interim periodic reporting. Frequency and modalities of reporting and disbursement of funds mechanism depend on the risk level assigned to the grantee (see section 4.1, step 2-a).

### Monitoring of projects

While grantees have the main responsibility for monitoring at project level and for timely and responsive reporting as outlined above, the FMU conducts independent monitoring of project activities, procurement and expenditures, and Environmental and Social measures implemented to mitigate potential environmental and social risks and impacts associated with the project.

### Project audits and Third-Party Monitoring

All grantees and their sub-grantees that implement activities included in the Full Project Proposal are subject to annual external audits commissioned by Nabni. In addition, a third-party monitoring (TPM) company is contracted by the Facility to enable KfW and Nabni to obtain independently verified information about the status of implementation of projects, with particular emphasis on the achievement of project outputs. The costs associated with project audits and the TPM are fully covered by Nabni.



**NABNI**  
B4P FACILITY

**DONORS**



german  
cooperation

DEUTSCHE ZUSAMMENARBEIT

Implemented By  
**KFW**

**Facility Management**



NORWEGIAN  
REFUGEE COUNCIL