



Specific Call for Expression of Interest

Project Title: „*Strengthened Gender Action in Cahul and Ungheni districts*”

The purpose of this Specific Call for Expression of Interest is to identify eligible Civil Society Organisations for prospective partnerships supporting the delivery of the Project „*Strengthened Gender Action in Cahul and Ungheni districts*”, which is implemented starting from January 2020 to December 2022 in Cahul and Ungheni districts. **The total budget available for this call for expression of interest is of up to EUR 520.000.**

Eligible Civil Society Organisations (CSOs) are invited to submit proposals for partnership highlighting their relevant capacities, expertise, skills and ability to support the delivery of sought results for children as outlined in section 1.3 below. Local and National CSOs are encouraged to apply.

Organisations that wish to participate in this Specific Call for Expression of Interest are requested to send their submission (signed and stamped by the authorized officer) clearly marked “CSO Specific Call for Expression of Interest – EVA Project” at the following address:

chisinau@unicef.org

or deliver in a sealed envelope at

UNICEF Moldova
131, “31 August 1989” Str.,
Chisinau, MD 1212, Republic of Moldova

Applications must be submitted in **English**.

Any requests for additional information should be addressed in writing to Adriana Popa, e-mail: apopa@unicef.org. UNICEF responses to any queries or clarification requests will be made available to all online at www.unicef.md.

Applications will be assessed by an evaluation committee to identify CSOs that have the mandate, capacities, and comparative advantage to support the achievement of results for children using criteria outlined in section 3 below. It should be noted that participation in this Specific Call for Expression of Interest does not guarantee the CSO will be ultimately selected for partnership with UNICEF. Selected CSOs will be invited to review and finalise partnership agreements in accordance with the criteria outlined in section 3.4 below and applicable policy and procedures on partnerships with CSOs.

Applicant CSOs will be informed of the outcome of their submissions by communication sent out to the email/ postal address that is indicated in the CSO submission.

Section 1: Background

1.1 UNICEF mandate

UNICEF is the agency of the United Nations-mandated to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

In the Republic of Moldova, UNICEF works with the government and other partners to ensure that all children, especially the most vulnerable, enjoy their right to education, health, an adequate standard of living, and participation within a child-friendly legal



	<p>environment, and are protected from abandonment, neglect, discrimination, exploitation, and violence.</p> <p>The Republic of Moldova/UNICEF Country Programme for 2018-2022 (CPD) supports the achievement of the priorities established by the national strategies, policies, and programmes related to the realization of child rights and especially related Sustainable Development Goals (Goals 1, 2, 3, 4, 5, 10 and 16) and targets, and it complements the United Nations Development Assistance Framework (UNDAF) that continues with a delivering-as-one approach for the period 2018-2022 and is aligned to UNICEF Strategic Plan for 2018-2021. Further information on the programme can be found at http://unicef.org.</p>
<p>1.2 „Strengthened Gender Action in Cahul and Ungheni districts” Project</p>	<p>As part of the European Union Annual Action Programme 2018 for Supporting the Implementation of the European Union - Republic of Moldova Association Agreement, UN Women is implementing the Project „Strengthened Gender Action in Cahul and Ungheni districts” “EVA Project”.</p> <p>The overall purpose of the “Strengthened Gender Action in Cahul and Ungheni districts” Project is to promote gender equality and women’s empowerment through the strengthened implementation of gender mainstreaming in local public policies and to combat domestic violence affecting women and children.</p> <p>In line with UN Delivering as One agenda, UNICEF in collaboration with UN Women implement specific activities in the area of preventing and addressing violence against children and adolescents. The proposed intervention will tackle domestic violence against children and adolescents, particularly on raising the capacity and improving related assessment tools of multi-disciplinary specialist response and services. The Project seeks to strengthen the enabling environment for preventing Violence Against Women and Children (VAWC) through interventions at education establishments.</p> <p>In this regard, the project aims at achieving the following outcomes: Outcome 1: Gender equality is promoted and mainstreamed in local policymaking and decision making Outcome 2: Victims of domestic, including sexual violence have greater access to effective survivor-focused multi-disciplinary services and violence prevention is piloted in local schools and communities.</p> <p>The above objectives will be fulfilled through a set of three Outputs as follows: Output 1.1 Gender mainstreaming of public policies at the local level Output 2.1 Range of quality services for women victims of domestic, including sexual, violence developed Output 2.2 Secondary schools and media have staff trained to plan and implement evidence-based violence prevention programmes</p> <p>UNICEF’s work over the three-year period will contribute to the realization of the Outcome 2, Output 2.1 and Output 2.2 with below indicative activities:</p> <p>2.1.1 To strengthen the capacities and inter-sectorial cooperation of service providers and multidisciplinary teams (in the areas of policy, health, justice, and social services) to address existing barriers to the effective protection of women/children victims of domestic violence, and prosecution of perpetrators</p> <p>a. Strengthen knowledge and skills, including in the usage of standards and tools, of the existing multi-disciplinary teams as well as their capacity to respond to targeting women and children, victims of gender-based violence, including sexual violence,</p>



- at various stages of violence cycle in the target localities (Service providers, rights holders, family, and community members, NGOs, decision-makers, etc.);
- b. Strengthening the data collection system at the local level and use it by the service providers for evidence-based interventions on tackling Violence against children (VAC).

2.2.1 To pilot violence prevention programmes in schools and in communities to promote gender equality, respectful relations and a life free of violence for women and men, girls and boys

- a. Capacity development of teachers, headmasters, and pupils on violence prevention programmes in schools;
- b. Implement positive parenting programmes for enhancing parental skills on non-violent disciplining methods, and raise awareness of women's rights and the consequences of gender-based violence and domestic violence;
- c. Support initiatives by local media and their partners to promote gender equality, respectful relations, and a life free of violence for women and men of all ages in schools and communities.

The proposed intervention addressing domestic violence against women and children will build on the previous European Union supported actions, particularly on improving the capacity and assessment tools of multidisciplinary specialised response and services. The intervention will tackle all types of cases of domestic violence with special attention being paid to sexual violence.

Interventions under this result will aim at improving access to quality VAWC services for victims or potential victims of violence in targeted districts. This will be achieved through improved quality of EVAWC services, strengthening the collaboration and outreach of existing multidisciplinary teams and cross-sectoral cooperation mechanisms, and building capacities of local public authorities (LPAs), professionals, civil society, youth councils and school pupils' councils, media and communities, and especially of vulnerable women, children and adolescents, to prevent and address cases of VAWC.

This will be accompanied by the establishment of adaptive and coordinated response mechanisms that are characterised by functioning, sustainable, gender-sensitive, children and adolescent-friendly violence prevention programs and mechanisms delivered by a skilled workforce, including multi-disciplinary professional teams.

The project also seeks to strengthen the enabling environment for preventing VAWC through targeted interventions in schools by strengthening the skills of adolescent girls and boys to act as agents of change in addressing all forms of violence against women and children by challenging prevailing social norms and gender stereotypes that lead to violent behaviour. Promising models that proved successful in European Union Member States (EUMS) and other countries will be adapted to the local context and implemented. Additional work with media and the communities at large will complement the work performed in schools. The action will be complemented through positive parenting programs drawing from best European Union practices with similar programmes focusing on positive disciplining at home, effective parent-child communication on topics related to gender-based violence, sexual abuse and issues about sex, sexuality and sexual violence risk reduction. Expected results will also see a transformed role of media actively engaged in raising awareness on positive norms



	<p>and non-violent behaviour, while also skillfully and ethically reporting on issues of VAWC.</p> <p>The expected results will be measured by the existence of sustainable, specialised, qualitative and coordinated services for women and children victims of violence in line with international standards. Data collection regarding registered and addressed cases of VAWC in selected districts will provide as sound basis for further policy development. A critical progress indicator will be the number of staff from secondary schools and media trained to plan and implement violence prevention programmes.</p> <p>Several activities, especially those related to strengthening capacities of service providers and multidisciplinary teams, would be implemented in cooperation and coordination with UN Women's implementing partners. Also, a strong cooperation will be established with the Local Public Authorities from the localities/districts where the project will be implemented.</p> <p>The core activities should be implemented but not limited to the following localities: Cahul municipality, commune Andrușul de Jos, commune Larga Nouă, commune Slobozia Mare, commune Văleni and commune Zîrnești (of Cahul district); and Ungheni municipality, commune Pîrlița, commune Manoilești, commune Măcărești, village Rădenii Vechi and commune Zăgarancea (of Ungheni district).</p>
1.3 Specific results	<p>Prospective CSO partners, should demonstrate their ability to support the successful delivery of one or more of the following results for children:</p> <ol style="list-style-type: none"> Strengthened capacities of key professionals in addressing violence against children, including the work of existing cross-sectoral cooperation mechanisms and Home Visiting Programme <p>Applicants should demonstrate capacity and experience in delivering programmes focusing on one or more of the following:</p> <ul style="list-style-type: none"> - Developing training materials for professionals working in child protection; - Capacity building of local professionals working in the child protection area, including but not limited to mayors, social assistants, law enforcement, health workers; With a focus on working with in the multi-disciplinary teams. - Sound knowledge of and practice in delivering trainings on the implementation of the cross-sectoral cooperation mechanism for the identification, assessment, referral, assistance and monitoring of child victims and potential victims of violence, neglect, exploitation, and trafficking; - Sound knowledge of and practice in delivering trainings on the implementation of the Case Management in child protection; - Sound knowledge of and practice in delivering trainings on the implementation of the Home Visiting Programme implemented by nurses and family doctors at the level of primary health care; - Strengthening data collection mechanism on children victims of violence, neglect, exploitation, and trafficking. <ol style="list-style-type: none"> Strengthened capacities of teachers, headmasters, and students on planning and implementation of violence prevention programmes in schools, students' and youth empowerment and engagement <p>Applicants should demonstrate capacity and experience in delivering programmes focused on one or more of the following:</p>



- Modelling prevention of violence against children and reintegration programs in schools;
- Strengthening capacities of adolescents to identify, report, prevent and address all forms of violence in all settings and act as agents of change in addressing negative social norms and gender stereotypes contributing to violent behaviour;
- Creating a culture of non-violence by mobilizing communities to change social norms and gender stereotypes contributing to violent behaviour;
- Strengthening the competencies of school psychologists and psychologists from the Psycho-Pedagogical Assistance Services (PAS) to adequately support for children victims of violence, including sexual violence;
- Develop modules providing adequate education and training to students on how to work with parents and help them adopt positive parenting practices supporting their children's upbringing and learning (including of young children and adolescents);
- Promoting instruments for reporting VAC cases (i.e. Child Helpline, online platforms etc.).

3. Positive parenting programmes for enhancing parental skills on non-violent disciplining methods implemented

Applicants should demonstrate capacity and experience in developing, implementing mentoring and monitoring programmes on positive parenting for educators, teachers, and parents with a special focus on:

- Capacity building on positive disciplining at home, effective parent-child communication on topics related to gender-based violence, sexual abuse, and issues about sex, sexuality, sexual violence risk reduction etc. especially during crisis and recovery period.
- Capacity building on positive parenting and effective parent-child communication around ending gender-based violence in all its forms and manifestations etc.

4. Strengthened local media capacity and their partners to promote gender equality, respectful relations and a life free of violence for women and men of all ages in schools and communities

Applicants should demonstrate access to local media networks, in particular in Cahul and Ungheni and capacity in delivering programmes focused on one or more of the following:

- Developing and implementing communication for behaviour change interventions;
- Promoting gender equality and women's rights, gender-sensitive storytelling, a life free of violence for women and men, and combating sexist speech through media.
- Advocacy for child rights through a variety of media channels, including online platforms, TV, radio, social media, as well as through direct engagement with adolescents;
- Outreach to communities to prevent all forms of violence against children, including bullying and online violence, engagement of fathers in children's rearing.



The applicant shall submit only one full application supported by one comprehensive program proposal outlining clearly the capacities and skills to deliver on **one or more** of the programmes in above-mentioned result areas.

Section 2: Application requirements and timelines

2.1 Documentation required for the submission

The expression of interest shall include the following documentation:

- Copy of CSO registration in the country of origin
- Copy of CSO registration in Moldova
- Attachment I – CSO Partner Declaration, Profile and Due Diligence Verification Form
- Attachment II - Programme Proposal and/or Programme document(s).

A maximum of 1 proposal may be submitted by the same CSO

2.1 Indicative timelines

Call for Expression of Interest issue date	3 July 2020
Deadline for submissions of CSO proposals	24 July 2020
Extended Deadline for submissions of CSO proposals	31 July 2020
Deadline for requests of additional information/ clarifications	29 July 2020
Review of CSO submissions	14 August 2020
Notification of results communicated to CSO	21 August 2020

Section 3: Process and timelines

3.1 Review & evaluation of CSO submissions

CSO submissions are assessed by the Partnership Review Committee in consultation with technical specialists, using criteria outlined in section 3.2 and 3.3 below. Only CSO submissions that comply with the requirements of the eligibility and exclusion criteria will be eligible for further evaluation. Results from the review will be used for purposes of mapping and selection of CSOs in relation to the specific results outlined in section 1.3 above. It should be noted that participation in this Call for Expression of Interest however does not guarantee CSOs will be ultimately selected for a partnership agreement with UNICEF. UNICEF reserves the right to invite selected partners to review and finalise proposals for partnerships in line with criteria outlined in section 3.4 below and in accordance with applicable policy and procedures on partnerships with CSOs.

3.2 Eligibility & exclusion criteria

- Eligibility criteria:
CSO must:
 - a) be registered in the Republic of Moldova, or local branches of International NGOs.
 - b) not be an entity named on any of the UN Security Council targeted [sanction lists](#).
- Exclusion criteria
CSO submission which:
 - a) do not include all required documents duly completed and signed or do not comply with specifications set in this Call for Expression of Interest;



	b) are not submitted in English; will be excluded from the selection process.	
3.3 Selection criteria	UNICEF office will review the evidence provided by the CSO submission and assess applications based on the following criteria:	
	Proposal relevance, quality, and coherence (60%)	Includes review of the proposed programme: <ul style="list-style-type: none"> • Relevance of the proposal to achieving expected results; • Clarity of activities and expected results; • Innovative approach; • Sustainability of intervention;
	Institutional capacity and sustainability (30%)	Includes a review of the CSO: <ul style="list-style-type: none"> • Expertise and experience in the sector/result area; • Local experience, presence, and community relations; • Management ability; • Experience working with UN/UNICEF • Experience in working with government at the central and local level
	Other (10%)	Includes a review of: <ul style="list-style-type: none"> • Proven record of delivering programs for children and adolescents, including building capacities • Replicability/scalability of the proposed approach; • Access/security considerations.
3.4 Prospective partnership agreement	<p>All applicants will be informed of the outcome of their submissions by communication sent out to the email/ postal address that is indicated in the CSO submission.</p> <p>Applicants whose proposals are assessed as having a specific comparative advantage to achieve results for children outlined in 1.3 above may be invited to jointly review and finalise the partnership agreement based on the following criteria:</p> <ul style="list-style-type: none"> • Prioritisation of the proposed intervention in line with the work plan; • Availability of funding to support proposed intervention; • Complementarity or proposed action with ongoing interventions; <p>Upon finalisation at the technical level, the proposal for partnership will be submitted to the Representative for review and approval. It should be noted however that the Representative has the final authority to approve or reject any proposed partnership agreement on behalf of UNICEF.</p>	



Attachment I – CSO Partner Declaration, Profile and Due Diligence Verification Form

The purpose of this declaration is to determine whether a prospective partner is committed to UNICEF values and principles.

Information provided in this form will be used to inform the review and evaluation of CSO submissions as outlined in the Call for Expression of Interest under section 3.

Name of organization:			
Acronym:			
Type of organization (select only one)	<input type="checkbox"/> National NGO (an NGO that is established in only one country) <input type="checkbox"/> Community-based organization (grassroots association) <input type="checkbox"/> Academic institution (a degree conferring institution) <input type="checkbox"/> International NGO (an NGO that has offices in more than one country)		
Head of organization:			
Deputy head of organization:			
Declarations	Yes	No	
1. By answering yes, the organization confirms that it is committed to the core values of the UN, the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Convention on the Rights of Persons with Disabilities (CRPD): http://www.unicef.org/crc/ http://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx http://www.un.org/disabilities/documents/convention/convoptprot-e.pdf			
2. By answering yes, the organization confirms that it is a non-profit entity. <i>Attach the statute or constitutional document establishing the entity as a non-profit organization.</i>			
3. By answering yes, the organization confirms that it is legally registered in the country of implementation. <i>Attach official registration in the country of implementation. If the response is no, provide explanation:</i>			
4. By answering yes, the organization confirms that it is committed to prohibiting and combatting fraud and corruption ¹ , sexual exploitation and abuse ² , and child safeguarding violations. Furthermore, the organization confirms that it is committed to promoting the protection and safeguarding of children ³ .			

¹ In line with provisions of [CF/EXD/2013-008](#) "Policy Prohibiting and Combatting Fraud and Corruption"

² In line with provisions of [ST/SGB/2003/13](#) entitled "Special Measures for Protection from Sexual Exploitation and Sexual Abuse"

³ in line with provisions of [CF/EXD/2016-006](#) "Policy on Conduct Promoting the Protection and Safeguarding of Children"



5. By answering yes, the organization confirms that neither the organization nor any of its members is mentioned on the United Nations Security Council Consolidated Sanctions List , and that the organization has not supported and does not support, directly or indirectly, individuals and entities sanctioned by the Committee or any person involved in any other manner that is prohibited by a resolution of the United Nations Security Council adopted under Chapter VII of the Charter of the United Nations. <i>Attach the list of the organization board members, if applicable.</i>		
6. By answering yes, the organization confirms that it is committed to transparency and accountability. <i>FOR INGOs only: Provide link to publicly available annual reports and/or certified financial statements</i>		

I declare, as an official representative of the above-named organization, that the information provided in this declaration and attached documentation is complete and accurate, and I understand that it is subject to UNICEF verification.

Name of partner _____

Name and title of the duly authorized
partner representative _____

Signature _____

Date _____

Section 1. CSO information		
1.1 Contact details	Address	
	Telephone	
	Email	
	Website	

Section 2. CSO expertise and experience in the sector area	
2.1 CSO mandate, sector area and geographic coverage	Outline the organization's mandate, field of work and geographic coverage
2.2 Available expertise and specialists	Outline the distinctive technical capacity of the organization in the sector area that the proposal is aimed at: 1. Strengthening capacities of key professionals in addressing violence against children, including the work of existing cross-sectoral cooperation mechanisms and Home Visiting Programme



Section 2. CSO expertise and experience in the sector area

	<p>2. Strengthening capacities of teachers, headmasters, and students on planning and implementation of violence prevention programmes in schools, students' and youth empowerment and engagement</p> <p>3. Positive parenting programmes for enhancing parental skills on non-violent disciplining methods implemented</p> <p>4. Strengthening local media capacity and their partners to promote gender equality, respectful relations and a life free of violence for women and men of all ages in schools and communities</p>
2.3 Key results achieved over the past 5 years	Outline of key results achieved in sector area in recent years, including any recognition received at local / global level for the work in the sector area

Section 3. Local experience, presence and community relations

3.1 Ongoing programmes in sector area	Outline of type / scope of ongoing programmes in the sector area
3.2 Knowledge of the local context	Outline of presence and community relations in the proposed programme location(s)
3.3 Existing networks	Outline of ongoing collaborations with national institutions and local communities in the sector area

Section 4. Management ability

4.1 Annual budget	Size of annual budget (previous year, USD)	
	Source of core funds or income	
	Main funding partners/ donors	
4.2 Core staff	Outline of number and key functions of core organization staff	
4.3 Any other information demonstrating financial capacity	E.g. results of previous capacity assessments if available (such as the micro assessment)	

Section 5. Experience working with UN / UNICEF

Programme/project title	Total budget (USD)	Funding UN agency	Year end	Key results achieved
1.				
2.				
3.				



Attachment II – Programme Proposal (to be completed by CSO Applicant)

The purpose of this proposal is to provide an outline of the proposed intervention for which the CSO is proposing to partner with UNICEF. A separate form should be filled for each programme proposal submitted.

Information provided in this form will be used to inform the review and evaluation of CSO submissions as outlined in the Call for Expression of Interest under section 3.

Section 1. Proposal overview			
1.1 Programme title			
1.2 Results to which the programme contributes	Refer to Section 1.3 of the Call for Expression of Interest		
1.3 Programme duration	Number of months, From MM/YYYY to MM/YYYY		
1.4 Geographical coverage	State/ province, etc.		
1.5 Population focus	Number of beneficiaries / groups		
1.6 Programme Budget	From CSO		%
	From UNICEF		%
	Total		

Section 2. Programme description	
2.1 Rationale/ justification (3 to 5 paragraphs; max 400 words)	<p>“Why” this programme This section outlines the problem statement, the context and the rationale for the Programme:</p> <ul style="list-style-type: none"> • Overview of the existing problem, using data (disaggregated) from existing reports; who is affected and what are the barriers/bottlenecks to outcomes for children? • How the problem is linked to national priorities and policies; • The relevance of the Programme in addressing problem identified.
2.2 Expected results (No narrative required)	<p>“What” this programme will achieve The table below defines the programme results framework (results and their link to results defined in the country programme and/or humanitarian response plan; specific indicators, baselines, targets and MOV for each programme output).</p>



Result statement	Performance indicator/s	Baseline	Target	Means of Verification ⁴
Corresponding result from Country programme/ Humanitarian Response Plan ⁵	- Xxx - Xxx			
Programme Output 1 <i>Service or product resulting from the programme</i>	<i>List each indicator in a separate line</i>			
Programme Output 2				
Programme Output 3				

2.3 Gender, Equity and Sustainability <i>(3 paragraphs; max 250 words)</i>	<i>“How” this programme takes into account gender, equity and sustainability</i> <i>This section briefly mentions the practical measures taken in the programme to address gender, equity and sustainability considerations.</i>
2.4 Partner’s contribution <i>(1 paragraph; max 100 words)</i>	<i>This section briefly outlines the partner specific contribution to the programme (monetary or in-kind)</i>
2.5 Other partners involved <i>(1 paragraph; max 100 words)</i>	<i>“With whom” will this programme works in partnership</i> <i>This section outlines other partners who have a role in programme implementation, including other organisation providing technical and financial support for the programme.</i>
2.6 Additional documentation <i>(1 paragraph; max 100 words)</i>	<i>Additional documentation can be mentioned here for reference.</i>

⁴ The specific sources from which the status of each of the performance indicators can be ascertained. If any data source is a survey or a study which the implementing partner is planning to conduct for this programme, this should be planned and budgeted for in section 3 below (programme workplan and budget).

⁵ Refer to Section 1.3 of the Call for Expression of Interest. If the programme contributes to more than one result, each should be identified in a separate line, with programme outputs listed below each corresponding result.



Section 3. Programme work plan and budget

The table below defines the programme implementation work plan (the specific activities to be undertaken towards achievement of each of the programme outputs; the schedule of implementation; and the planned budget, including the CSO and UNICEF's contributions to the programme)

Note: Text and costs in blue provided as an example.

Result Level	Result/activity	Timeframe (quarters/year(s))					Total (CSO+UNICEF)	CSO contribution	UNICEF contribution	
		Q1	Q2	Q3	Q4	Year2			Cash ⁶	Supply
Progr. Output 1:	<i>E.g. Community-based management of SAM introduced in 200 villages in 10 districts</i>						<i>400,000</i>	<i>10,000</i>	<i>190,000</i>	<i>200,000</i>
	Performance indicator(s), - # children receiving RUFT/in patient - # children receiving RUFT/ community - recovery rate									
Act.1.1	<i>Organise training of 500 health workers in community nutrition in 10 districts</i>	x	x				<i>100,000</i>		<i>100,000</i>	
Act. 1.2	<i>Undertake community outreach activities & referral in 200 villages in 10 districts</i>	x	x	x	x		<i>50,000</i>		<i>50,000</i>	
Act. 1.3	<i>Provide nutrition equipment & supplies in 50 health centres</i>	x			x		<i>200,000</i>			<i>200,000</i>
Act. 1.4	<i>Programme management and technical supervision</i>	x	x	x	x		<i>50,000</i>	<i>10,000</i>	<i>40,000</i>	
Progr. Output 2:	Output statement						Sub-total output 2	Sub-total output 2	Sub-total output 2	Sub-total output 2
	Performance indicator(s):									
Act 2.1	Activity statement ⁷									

⁶ The budget is prepared in the currency of implementation. Most generally, this correspond to the local currency in the country.

⁷ Costs budgeted as part of the programme output budgeting include the following:

- Cash for activities, such as workshop or trainings;
- Cost of supplies that directly assist beneficiaries or beneficiary institutions, including warehousing, transport and assembling;
- Technical assistance and costs of technical staff to directly support beneficiaries / beneficiary institutions (experts in health, education, protection, etc.);
- Cost of surveys and other data collection activities in relation to beneficiaries or measurement or programme expected results;
- Communication activities to directly support programme planned results.



Result Level	Result/activity	Timeframe (quarters/year(s))					Total (CSO+UNICEF)	CSO contribution	UNICEF contribution	
		Q1	Q2	Q3	Q4	Year2			Cash ⁶	Supply
Act. 2.2										
Progr. Output 3:	Output statement						Sub-total output 3	Sub-total output 3	Sub-total output 3	Sub-total output 3
	Performance indicator(s):									
Act 3.1	Activity statement									
Act 3.1										
Sub-total for the outputs										
Progr. Output 4	Effective and efficient programme management						Sub-total output 4	Sub-total output 4	Sub-total output 4	Sub-total output 4
Act 4.1	<i>Standard activity:</i> In-country management & support staff ⁸ pro-rated to their contribution to the programme (representation, planning, coordination, logistics, admin, finance)									
Act 4.2	<i>Standard activity:</i> Operational costs pro-rated to their contribution to the programme (office space, equipment, office supplies, maintenance)									
Act 4.3	<i>Standard activity:</i> Planning, monitoring, evaluation and communication ⁹ , pro-rated to their contribution to the programme (venue, travels, etc.)									
Sub-total for programme costs										
HQcosts ¹⁰	HQ technical support ¹¹ (7% of the cash component)									
Total programme document budget										

⁸ Costs of technical assistance/staff directly related to the achievement of planned results are budgeted as part of programme output budgeting, see above footnote 4.

⁹ Costs of M&E and communication activities directly related to the achievement of the planned results re budgeted as part of the programme output budgeting, see above footnote 4.

¹⁰ Only payable to organizations with headquarters outside of the country of implementation.

¹¹ Amount is an estimate. Amount paid is a standard 7% on actual expenditures subject to calculation exclusions as per Annex I of the CSO Procedure.