

## Call for Expression of Interest

The purpose of the Call for Expression of Interest is to identify an eligible entity capable of undertaking a Behaviour Assessment regarding COVID-19 in Libya.

COVID-19 is a global pandemic that has challenged even the most developed countries. It is a potentially transformative event for Libya. As of the 30<sup>th</sup> of May there were 130 positive cases of COVID-19 in the country and 5 COVID-19 related deaths. Cases have been reported in Tripoli, Benghazi, Sabha, Misurata, Surman, Subrata, and Alshati. The COVID-19 Strategic Preparedness and Response Plan is being implemented through nine pillar approach, including: 1) country-level coordination, planning, and monitoring; 2) risk communication and community engagement (RCCE); 3) surveillance, rapid response teams, and case investigation; 4) points of entry; 5) national laboratories; 6) infection prevention and control; 7) case management; 8) operational support and logistics; and 9) maintaining essential health services. RCCE is recognized as pivotal to advocacy and awareness raising on prevention of the COVID-19 pandemic. Moreover, the misinformation, rumors and misconceptions (often spread through social media) have contributed to public panic. The National Center for Disease Control (NCDC) website, as well as the national helpline, have allowed the RCCE to play a critical role in dispelling rumors and maintaining public trust in the national health system and COVID-19 response. There are reports that COVID-19 is beginning to have a negative impact on social services.

This study will contribute essential indicative evidence to support the identification of targeted RCCE engagement as well as to better understand the impact of COVID-19 on basic service delivery. This rapid Behavior Assessment will provide essential evidence, which will be used in the design/review the Risk Communication and Community Engagement (RCCE) strategic plan, informing both the messaging as well as the identification of the most strategic communication platform for dissemination of messages.

Interested organizations/companies are requested to send their proposals to the following email address [LBY-Procurement@unicef.org](mailto:LBY-Procurement@unicef.org) - by the 30<sup>th</sup> June 2020. Applications must be submitted in English in the required template.

Applications will be assessed by the UNICEF Libya Partnership Cooperation Agreement Review Committee (PCARC) of Libya Country Office, towards the identification of an organization that has the mandate, relevant experience, capacities and comparative advantage to undertake the assignment and support achievement of results for children using criteria outlined in the Section 3 (below).

It should be noted, however, that participation in this Call for Expression of Interest does not guarantee that an organization will be ultimately selected for the assignment. Selected organisations will be invited to review and finalise partnership agreements in accordance with criteria outlined in Section 3.4 (below) and UNICEF's applicable policy and procedures on partnership with CSOs.

Applicant organization will be informed of the outcome of their submissions by communication sent to the email address given on organization submission.

Section 1: Background	
1.1 UNICEF mandate	<p>UNICEF is mandated by the United Nations General Assembly 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. UNICEF works with governments, local communities, civil society organizations, private sector and with the other partners to advance the cause of children. UNICEF's programmes are in line with international human rights law (as ratified by the relevant state party), including the Convention on the Rights of the Child and the Convention of the Elimination of all Forms of Discriminations against Women.</p>
1.2 UNICEF and COVID-19 response	<p>UNICEF, as a member of the National Preparedness and Response committee, co-leads the Risk Communication and Community Engagement component of COVID-19 response with the National Centre for Disease Control/Ministry of Health (NCDC/MoH). Relevant UN agencies, INGO and national NGOs are actively supporting the ongoing response. As co-lead the key responsibilities include facilitating planning and implementation of nationwide RCCE campaign on prevention/containment of COVID-19 in Libya.</p> <p>The COVID-19 Strategic Preparedness and Response Plan is being implemented through a nine-pillar approach, in which Risk Communication and Community Engagement plays avital role in creating awareness on prevention and mitigation of the impact of COVID-19. UNICEF and other key stakeholders are interest in undertaking this Behaviour Assessment related to COVID-19 to support evidence-based response.</p> <p>This rapid assessment is expected to be conducted through virtual interviews (telephone calls). The preliminary report is expected to be provided to UNICEF by the first week of July.</p>
1.3 Specific results	<p>The behaviour assessment will use a pre-determined and agreed questionnaire to:</p> <ul style="list-style-type: none"> <li>○ Asses knowledge, attitude and practices about the transmission, prevention and treatment of the COVID-19;</li> <li>○ Asses RISK perceptions and attitudes towards contracting the disease;</li> <li>○ Asses knowledge, attitudes and practices towards: <ul style="list-style-type: none"> <li>▪ Hand washing;</li> <li>▪ Physical distancing;</li> <li>▪ Respiratory Etiquettes (manner such coughing in elbow &amp; covering with tissue paper);</li> <li>▪ Self-Isolation;</li> <li>▪ Reporting to MoH/NCDC any COVID-19 symptoms and seeking required medical attention or appropriate measure for contacts.</li> <li>▪ Ascertain knowledge gaps and address misperceptions (if any) about COVID-19;</li> </ul> </li> <li>○ Identify the preferred sources and channels to communicate messages/information about COVID-19.</li> </ul> <p>Additionally, the assessment will help to deepen current understanding of the impact of COVID-19 on:</p> <ul style="list-style-type: none"> <li>○ Health seeking behaviors;</li> <li>○ Mental health;</li> <li>○ Dietary habits and Infant and Young Child Feeding practices;</li> <li>○ Social and economic situation.</li> </ul> <p><b><u>Assessment methodology</u></b></p> <p>Due to highly contagious nature of the COVID-19, mobility restrictions imposed by the country and to avoid any potential contribution to spread of the virus, the RCCE WG</p>

has decided that the assessment should be conducted through telephone interviews. Data collection will be based on a pre-determined and agreed questionnaire. A minimum of 1,000 persons will be surveyed. Interviewees will be randomly selected, in partnership with selective mobile service providers in the country. About 5% of the interviews will be recorded for the sake of quality verification, with approval from the interviewee.

The sample frame will be reviewed with the selected company. The tentative sample frame should be as follows:

**Libyans:** 850 interviews will be conducted with Libyans, including both Host/non-displaced and displaced families, taking into consideration the following: displacement/host family, family size, gender. Interviewees should be from the following 16 municipalities that have had with positive cases, to date: 1) Tripoli, 2) Sabha, 3) Alshati, 4) Obari, 5) Surman, 6) Benghazi, 7) Gharyan, 8) Zletin, 9) Alzantan, 10) Bani Walid, 11) Sabratha, 12) Alzawya, 13) Misrata, 14) Amhroka, 15) Yefren, 16) Aljfar.

**Non-Libyan:** 150 interviews will be conducted from migrants and refugees (maintaining a balance in geographical areas with a significant number of migrants).

IOM, as the lead UN agency on migrants, will ensure the quality of calls with the migration community as well as ensure that required precautions and risk mitigation measures are adopted.

Survey responses will be reviewed by the quality assurance supervisors, prior to analysis (a reliable pre-agreed analytical tool will be used). UNICEF should be provided with up-dates on progress and initial findings on a regular basis during the data collection phase. The preliminary visual analytical report will be made available immediately after the completion of the data collection phase. The detailed report should be submitted within 10 working days of the conclusion of the data collection phase. The qualitative results should be used to verify and explain the quantitative research findings. Quality assurance will be in place through direct observation and regular review of the data.

#### **Timeframe**

- Preparatory phase: Identification/list of interviews from selected areas and finalization of sampling methodology (2 week)
- Data Collection (3 weeks)
- Data Analysis and preliminary report (1 week)
- Detailed report (2 week)

#### **Deliverables**

- Activity planning and timeline:* This should include the detailed timeframe of the data collection, analysis, preliminary report and assigned team details;
- *Brief description of the assessment methodology (including interview guide, number of interviewees, sampling methodology, contact, recording etc):* It should also include an ethical protocol for data collection and reporting and a sampling framework.
  - Completion of agreed number of questionnaire and FDGs
  - Provide regular update to UNICEF on the progress any bottlenecks
  - *Preliminary findings power point presentation:* Preliminary findings should be presented to UNICEF, NCDC and MoH prior to dissemination.

	<ul style="list-style-type: none"> <li>○ <i>Draft report:</i> The report should be composed of four primary sections: 1) analysis of all questionnaire; 2) geographical mapping of interviewees; 3) assessment of registration in practices (including for target groups); 4) identification of barriers/gaps in undertaking the assignment; 5) recommendations and conclusions for each area of focus.</li> <li>○ <i>Validation meeting:</i> The preliminary report will be validated at the national level by key partners and will be assessed technically and ethically by UNICEF.</li> <li>○ <i>Final report:</i> Based on the feedback from UNICEF and key stakeholder, the report should be finalized (with maximum of three rounds of reviews)</li> <li>○ Translate the final report into Arabic, format it and make it available for UNICEF in printable format.</li> </ul>

Section 2: Application requirements and timelines		
2.1 Documentation required for the submission	<p>The expression of interest shall include the following documentation:</p> <ul style="list-style-type: none"> <li>• Copy of registration in Libya</li> <li>• Previous work experience in assessments in Libya</li> <li>• A valid bank account in Libya and/or Tunisia that can be used to disburse funds</li> <li>• Attachment I - Partner Declaration signed by authorised official</li> <li>• Attachment II – organization Identification and Profile signed by authorised official</li> <li>• Attachment III – Assessment Proposal.</li> </ul>	
2.1 Indicative timelines	Call for Expression of Interest issue date	15th June 2020
	Deadline for submissions of CSO proposals	30th June 2020

Section 3: Process and timelines	
3.1 Review & evaluation of CSO submissions	<p>Partner submissions are assessed by the Partnership Review Committee in consultation with technical specialists, using criteria outlined in section 3.2 and 3.3 below.</p> <p>Only Partners submissions which comply with the requirements of the eligibility and exclusion criteria will be eligible for further evaluation.</p> <p>Results from the review will be used for purposes of selection in relation to the specific results outlined in section 1.3 above.</p> <p>It should be noted that participation to this Call for Expression of Interest however does not guarantee 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 partnership with CSOs.</p>
3.2 Eligibility & exclusion criteria	<ul style="list-style-type: none"> <li>• Eligibility criteria must: <ul style="list-style-type: none"> <li>a) Registered in Libya and authorized/proven capacity to work in Libya;</li> <li>b) Not be an entity named on any of the UN Security Council targeted sanction lists;</li> <li>c) Have a valid bank account in Libya or Tunisia to be able to receive the funds;</li> </ul> </li> </ul>

	<p>d) Have work experience in conducting assessment, data collection, analysis and report writing.</p> <ul style="list-style-type: none"> <li>• Exclusion criteria – submissions will be excluded if they: <ul style="list-style-type: none"> <li>a) Are not sent to UNICEF before the specified deadline;</li> <li>b) Do not include all required documents duly completed and signed or do not comply with specifications set in this Call for Expression of Interest.</li> </ul> </li> </ul>				
<p>3.3 Selection criteria</p>	<p>UNICEF office will review evidence provided by the CSO submission and assess applications based on the following criteria</p> <table border="1" data-bbox="415 470 1425 1312"> <tr> <td data-bbox="415 470 678 1045"> <p>Proposal relevance, quality and coherence (50%)</p> </td> <td data-bbox="678 470 1425 1045"> <p>Includes review of the proposed programme:</p> <ul style="list-style-type: none"> <li>• Relevance of proposal to achieving expected results (adherence to the ToRs) and questionnaire;</li> <li>• Adequacy and clarity of proposed budget (including contribution by organization);</li> <li>• Clear timeline indicating appropriate timeframe for activities and quality assurance (within time frame indicated in ToR);</li> <li>• Quality and appropriateness of data collection methodology;</li> <li>• Evidence that security limitations have been taken into consideration and mitigation measures identified;</li> <li>• Have the capacity and experience of online/telephonic interview.</li> <li>• Availability/use of both Arabic and English data analysis software</li> <li>• List of team member, qualification and experience in undertaking such assignments particularly for primary data collector/interviewers.</li> </ul> </td> </tr> <tr> <td data-bbox="415 1045 678 1312"> <p>Institutional capacity and sustainability (50%)</p> </td> <td data-bbox="678 1045 1425 1312"> <p>Includes a review of the organization:</p> <ul style="list-style-type: none"> <li>• Expertise and experience in the areas of work per TOR;</li> <li>• Local experience, presence, and community relations;</li> <li>• Management ability of the assessment;</li> <li>• Experience working with UN;</li> <li>• Team members that have experience in the field research, interviewing techniques as well as subject matter (data collection, analysis and reporting).</li> </ul> </td> </tr> </table>	<p>Proposal relevance, quality and coherence (50%)</p>	<p>Includes review of the proposed programme:</p> <ul style="list-style-type: none"> <li>• Relevance of proposal to achieving expected results (adherence to the ToRs) and questionnaire;</li> <li>• Adequacy and clarity of proposed budget (including contribution by organization);</li> <li>• Clear timeline indicating appropriate timeframe for activities and quality assurance (within time frame indicated in ToR);</li> <li>• Quality and appropriateness of data collection methodology;</li> <li>• Evidence that security limitations have been taken into consideration and mitigation measures identified;</li> <li>• Have the capacity and experience of online/telephonic interview.</li> <li>• Availability/use of both Arabic and English data analysis software</li> <li>• List of team member, qualification and experience in undertaking such assignments particularly for primary data collector/interviewers.</li> </ul>	<p>Institutional capacity and sustainability (50%)</p>	<p>Includes a review of the organization:</p> <ul style="list-style-type: none"> <li>• Expertise and experience in the areas of work per TOR;</li> <li>• Local experience, presence, and community relations;</li> <li>• Management ability of the assessment;</li> <li>• Experience working with UN;</li> <li>• Team members that have experience in the field research, interviewing techniques as well as subject matter (data collection, analysis and reporting).</li> </ul>
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<p>Institutional capacity and sustainability (50%)</p>	<p>Includes a review of the organization:</p> <ul style="list-style-type: none"> <li>• Expertise and experience in the areas of work per TOR;</li> <li>• Local experience, presence, and community relations;</li> <li>• Management ability of the assessment;</li> <li>• Experience working with UN;</li> <li>• Team members that have experience in the field research, interviewing techniques as well as subject matter (data collection, analysis and reporting).</li> </ul>				
<p>3.4 Prospective partnership agreement</p>	<p>All applicants will be informed of the outcome of their submissions by communication sent out to the email/ postal address- indicated in the organization submission.</p> <p>Applicants whose proposals are assessed as having a specific comparative advantage to achieve results 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"> <li>• Prioritisation of proposed intervention in line with COVID-19-response/UNICEF work plan;</li> <li>• Detailed budget with the competitive rates;</li> <li>• Any locations highlighted in the proposal and have security measure in place for the teams;</li> <li>• Commit to Follow Do no harm principle.</li> </ul> <p>Upon finalisation at technical level, the proposal for partnership will be submitted to the Special Representative for review and approval. It should be noted however that the Special Representative has the final authority to approve or reject any proposed partnership agreement on behalf of UNICEF.</p>				

## Attachment I – Partner Declaration (to be completed by CSO Applicant)

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.

Partner Declaration		
Name of organisation: _____		
Partner	Yes	No
By answering yes, the organization confirms that neither the organisation nor any of its members is mentioned on any of the <a href="#">United Nations Security Council targeted sanctions lists</a>  <a href="http://www.un.org/sc/committees/list_compend.shtml">http://www.un.org/sc/committees/list_compend.shtml</a>		
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).  <a href="http://www.unicef.org/crc/">http://www.unicef.org/crc/</a> <a href="http://www.ohchr.org/EN/ProfessionalInterest/Pages/CERD.aspx">http://www.ohchr.org/EN/ProfessionalInterest/Pages/CERD.aspx</a> <a href="http://www.un.org/disabilities/convention/conventionfull.shtml">http://www.un.org/disabilities/convention/conventionfull.shtml</a>		
Does the organisation have an Annual Report that is publicly available? Attach the latest report or provide URL		
Does the organisation have an annual audit of financial statements? Attach the latest report or provide URL		

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

Signature

Name and title of the duly authorized partner representative

Name of the partner

Date

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## Attachment II – CSO Identification Profile (to be completed by CSO Applicant)

The purpose of this profile is to provide key contact references to UNICEF [Country] in relation to their mandate, field of work, technical and managerial capacities and comparative advantage in relation to the proposed programme(s).

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. CSO information		
1.1 Organization information	Organization Name	
	Acronym	
	Category of CSO <sup>1</sup>	
	Address	
	Registration number	(copy of registration to be attached)
	Telephone	
	Website	
1.2 Head of Organisation	Name, Surname	
	Function	
	Email	
	Telephone	
1.3 Contact person (if different from 1.2)	Name, Surname	
	Function	
	Email	
	Telephone	
1.4 Programme Proposal title(s) submitted with Application	<ul style="list-style-type: none"> <li></li> </ul>	

Section 2. CSO expertise and experience in the sector area	
2.1 CSO mandate, sector area and geographic coverage	<i>Outline the organisation's mandate, field of work and geographic coverage</i>
2.2 Available expertise and specialists	<i>Outline the distinctive technical capacity of the organisation in the sector area</i>
2.3 Key results achieved over the past 5 years	<i>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</i>

<sup>1</sup> Choose between: National NGO (NGO); International NGO (INGO); Academic Institution; Community Based Organisation (CBO); Foundation; Other (please specify).

Section 3. Local experience, presence and community relations	
3.1 Ongoing programmes in sector area	<i>Outline of type / scope of ongoing programmes in the sector area</i>
3.2 Knowledge of the local context	<i>Outline of presence and community relations in the proposed programme location(s)</i>
3.3 Existing networks	<i>Outline of ongoing collaborations with national institutions and local communities in the sector area</i>

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	<i>Outline of number and key functions of core organisation staff</i>	
4.3 Any other information demonstrating financial capacity	<i>E.g. results of previous capacity assessments if available (such as the micro assessment)</i>	

Section 5. Experience of working with UN/ UNICEF				
Programme/project title	Total budget (USD)	Funding UN agency	Year end	Key results achieved
1.				
2.				
3.				

## Attachment III – 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. *[If the Call for Expression of Interest allows for multiple submissions, the following text may be added: 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	<i>Refer to Section 1.3 of the Call for Expression of Interest</i>		
1.3 Programme duration	<i>Number of months, From MM/YYYY to MM/YYYY</i>		
1.4 Geographical coverage	<i>State/ province, etc.</i>		
1.5 Population focus	<i>Number of beneficiaries / groups</i>		
1.6 Programme Budget	From CSO		%
	From UNICEF		%
	Total		

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

Result statement	Performance indicator/s	Baseline	Target	Means of Verification <sup>2</sup>
Corresponding result from Country programme/ Humanitarian Response Plan <sup>3</sup>	- 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 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 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>

<sup>2</sup> 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).

<sup>3</sup> 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 <sup>4</sup>	Supply
Progr. Output 1:	<i>E.g. Community-based management of SAM introduced in 200 villages In 10 districts</i>						400,000	10,000	190,000	200,000
	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				100,000		100,000	
Act. 1.2	<i>Undertake community outreach activities &amp; referral in 200 villages in 10 districts</i>	x	x	x		x	50,000		50,000	
Act. 1.3	<i>Provide nutrition equipment &amp; supplies in 50 health centres</i>	x				x	200,000			200,000
Act. 1.4	<i>Programme management and technical supervision</i>	x	x	x	x		50,000	10,000	40,000	
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 <sup>5</sup>									
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										

<sup>4</sup> The budget is prepared in the currency of implementation. Most generally, this correspond to the local currency in the country.

<sup>5</sup> 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 beneficiaries 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 <sup>4</sup>	Supply
<b>Sub-total for the outputs</b>										
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 <sup>6</sup> 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 <sup>7</sup> , pro-rated to their contribution to the programme (venue, travels, etc.)									
<b>Sub-total for programme costs</b>										
HQcosts <sup>8</sup>	HQ technical support <sup>9</sup> (7% of the cash component)									
<b>Total programme document budget</b>										

<sup>6</sup> 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.

<sup>7</sup> 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.

<sup>8</sup> Only payable to organizations with headquarters outside of the country of implementation.

<sup>9</sup> 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.